Department of Communication Sciences and Disorders
Reappointment, Promotion, and Tenure Document

1. Composition and Operation of Personnel Committees

In regard to Personnel Procedures the College of Arts and Sciences requires that each academic unit, in this case the department of Communication Sciences and Disorders, develop guidelines for a personnel committee. The structure, operational procedures and areas of concern of the committee shall be defined by the academic unit. The membership of the personnel committee shall be defined by the unit in reference to eligibility, composition, term of office, and selection procedures. The purpose of the establishment of the committee is to ensure that reasonable standards are used in the evaluation of personnel.

Establishment/Representation
The tenure-track faculty of the Department of Communication Sciences and Disorders shall elect the personnel committee. The personnel committee shall be comprised of three members, one from each of three different tenure track ranks held within the department (when faculty composition makes this possible). Additionally, only one person holding a masters degree as the highest degree achieved may be elected to the committee. This exception is made because of the unique mission and composition of the Department of Communication Sciences and Disorders faculty, where several tenured faculty are of instructor rank or hold the masters degree as the highest degree achieved rather than the Doctorate, and is in keeping with the scholarly mission of the university. Personnel under consideration for any personnel action by the committee shall not be considered for membership on the committee during their term of office. In accordance with A & S policy, when faculty composition allows, at least half the committee shall hold tenure and gender/racial representation shall be encouraged. Personnel committee members shall be elected from a slate of possible members developed by the previously existing committee and the department head to serve for a term of two years. In cases where the previous committee is no longer intact due to some form of attrition, the remaining members and department head shall select a slate of persons for election using departmental guidelines for election. A chair of the committee shall be elected by the members of the committee.

Action
Personnel committees shall consider requests for promotion and tenure as they arise from individual faculty members, from the committee, or from the department head. Actions shall be taken according to departmental, college, and university policies. Recommendations will then be forwarded to the department head. Generation of the reappointment/tenure action is the responsibility of the department head.
b. Letter from the department head concerning the personnel action
c. Recommendation for Promotion or Reappointment Form
d. Vita
e. Supporting Evidence required by the college

Confidentiality
All discussions of a personnel committee shall be confidential.

Notification of the Candidate
The candidate shall be notified when consideration for reappointment, promotion, tenure, or post-tenure review is to be conducted and invited to provide evidence supporting these actions. The candidate shall be provided copies of all recommendation letters coming from the department’s personnel committee and administrator as they are submitted.

II. Documentation to be provided

Vita
The Vita shall describe in a professional manner the totality of accomplishments of the individual rather than being limited to most recent contributions.

Peer Review Letters
For actions of promotion and tenure, at least three letters from external reviewers shall be included in the documentation file. Candidates may opt to waive their right to see their external and internal peer review letters. Notification in the form of a signed statement will be given to reviewers as to whether or not the candidate in question has signed the waiver. The departmental personnel committee and administrator should utilize these peer review letters when they formulate their decisions. All solicited letters received from external reviewers must be included in the documentation file. Letters from the candidate’s dissertation advisors are not acceptable as part of the external review. Likewise, letters from former students are inappropriate for this purpose, although they may be useful for other purposes, such as indicators of teaching quality.

Examples of Supporting Evidence
A. Appraisal and development document inclusive of the summer and fall immediately preceding the reappointment, promotion, or post-tenure review shall be considered.
B. Published reviews of the candidates work.
C. Letters from former students.
D. A copy of the academic unit criteria.
3. Guiding Principle

To promote professionalism, every candidate for promotion and/or tenure must demonstrate meritorious achievement in two of the three mission areas of the University: teaching, scholarship, and extension/service/outreach. Such performance constitutes a minimum level that permits consideration for reappointment, promotion, or tenure; meritorious performance in two areas does not guarantee a favorable employment action by the University. The Policy Statement states “Tenure is a major undertaking and shall not be granted unless the faculty member has demonstrated by consistent performance that the academic department will benefit from making a career-long commitment to the faculty member.” Job assignments must be consistent with the promotion and/or tenure criteria of the academic unit. Exceptions to these guidelines must be approved by the Dean. Academic units may designate in their general policy guidelines two specific areas as being of paramount importance.

4. Instructors

There are no current plans to hire new Instructors. Promotion from Instructor to Assistant Professor shall be based on a) the successful completion of a bona fide doctoral degree from an accredited university, and b) the research potential of the candidate as evidenced by the quality of the dissertation and its suitability for refereed publication, published and/or submitted articles for refereed publication, refereed papers/lectures presented at highly regarded professional/scientific meetings, extramural research grant awards, and other creative work deemed scholarly by the personnel committee. While teaching, service, and collegiality are also important considerations, the terminal degree and scholarly potential are considered paramount.

5. Reappointment as Assistant Professor

Criteria for reappointment to the Assistant Professor level shall include those that require quality performance. An Assistant Professor shall be reappointed only if he/she has the potential to be promoted.

It is the usual practice of the College of Arts & Sciences to grant tenure to Assistant Professors only by promotion to Associate Professor. Tenure shall not be granted to Assistant Professors without promotion to the next rank, except in rare circumstances.

6. Promotion to Associate Professor

Promotion to Associate Professor confers tenure. Promotion from Assistant to Associate Professor shall be based on the continuing quality of research, teaching, and service. Research productivity should have reached the level of realized potential, e.g., quantity and quality of refereed publications, presented papers, and extramural research funding. Teaching quality and effectiveness both clinical and academic shall be evaluated (e.g., student,
deficiencies are identified, faculty members have the responsibility to improve through the development process. In the rare cases of a lack of collegiality, as defined in Subsection 5 below, these concerns should also be documented and the faculty member counseled at this time.

1. **Review of scholarship.** In addition to conducting its own independent evaluation of a candidate's scholarship, each academic unit must undertake an external peer review. A minimum of three peer reviews is required. The personnel committee, the unit administrator, and the candidate should compile a list of potential reviewers. The unit administrator or the chair of the personnel committee shall contact peer reviewers only from this list and forward to the reviewers the materials needed to assess the candidate's scholarship.

2. **Review of teaching.** The College expects that every candidate for tenure and promotion be an effective teacher. Each academic unit shall establish criteria and methods by which to evaluate teaching effectiveness. (Such methods might include a review of course syllabi and exams, examples of student exams or papers, student evaluations or class visitations by members of the personnel committee, etc.) Each unit administrator shall prepare annually an assessment of the quality of teaching by untenured faculty. This assessment shall be incorporated into the annual appraisal and development statement by the unit administrator.

3. **Review of extension/service/outreach.** Every candidate for tenure should demonstrate some measure of service activity. Service is broadly defined to include committee, administrative or advising service within one's own academic unit, service on College or University committees, service to professional organizations, and outreach and extension activities. Unit administrators should identify and evaluate specific service assignments in their annual appraisal and development statements.

4. **Unsolicited material.** Candidates may place in their files unsolicited materials provided they are unedited and clearly marked as "unsolicited."

5. **Collegiality.** A dangerous but necessary area in which assessments of quality need to be made is in the area of collegiality. It is dangerous because it could be used to impose on faculty some normative personality profile as the evidence of excellence. It is necessary to protect the department against charges of capriciousness when lack of collegiality becomes an issue in tenure and promotion cases. Brilliant, productive people may be loners or joiners, abrasive or kindly, short-fused or even-tempered. Thus, in assessing collegiality, a clear distinction must be made between those whose attitudes and actions function critically and constructively in relation to the discipline of the department,
G. Extramural funding
H. Intramural funding
I. Supervision of student research such as honors theses, theses, or dissertations and participation on thesis or dissertation committees.
J. Publication of books or professional or clinical materials
K. Scholarly Presentation at national, state, and international meetings
L. Editing books, journals or newsletters
M. Editorials, abstracts, or book reviews in refereed journals

Professional/Clinical Activities
Should be evaluated in reference to the letter of offer and duties outlined in the position announcement. Clinical loads can be considered a part of teaching load for some Ph.D. faculty. In other instances, professional/clinical activities could be considered extension/service/outreach. Documentation may include:
A. Summaries of Student evaluation of clinical supervision
B. Patient/family evaluation of clinical services
C. Written documentation from clinical charts
D. Evidence of consultation with unassigned clinic patients, other departments, and other facilities and agencies

Extension/Service/Outreach
In accordance with the missions of the professions of speech-language pathology, audiology, and communication sciences and disorders, as well as the departmental mission of improving communication disorder services to persons in surrounding communities and the state of Oklahoma, service is imperative. It is expected that faculty will provide consultation, training, and service in professional organizations which advance knowledge in the field and provide service to the academic communities, professional communities, and to the public. Additionally, it is expected that faculty will participate in departmental, college, and university committees. Documentation may include:
A. Evidence of service on university, college, and departmental committees
B. Evidence of service that advances the missions and objectives of the department
C. Evidence of service as an officer or on a committee of a professional organization or state or national agency
D. Evidence of advisory service in a community, state, or national agency or organization as a speech-language-pathologist or audiologist in a related endeavor
standards, criteria, and procedures. Ideally, departmental needs are determined prior to a faculty member’s initial appointment and therefore usually are not a primary or decisive factor in subsequent decisions.

In some instances, faculty employment decisions regarding reappointment and tenure may also require consideration of bona fide institutional needs impacting future goals, objectives, and needs of the University (whether at the University, college or departmental levels). Where current and/or future staffing needs are taken into account in making such faculty employment decisions at the academic department level, extreme care is expected to be taken to ensure that needs assessments used as such criteria are not exercised in an arbitrary, capricious, or unfair manner.

Such criteria, when taken into account at the academic department level after initial reappointment, must be clearly articulated and rationally supported with any available documentation relating to such decision. It is recognized that the facts and circumstances of departmental needs may change in unforeseen ways and that consideration of such matters over a period of years before an employment decision must be made may not always be possible. However, a lack of documentation showing careful consideration by the department faculty of possible changing needs for a protracted period of time preceding a departmental employment recommendation based upon such a needs assessment will subject the recommendation to a very high level of scrutiny and will be accepted at the college level only after very careful and deliberate review.

VII. Goals and Objectives in Establishing Criteria for Reappointment, Tenure, and Promotion

Speech-Language Pathology (SLP) and Audiology (A) are allied health professions where the major objectives are the evaluation and remediation of communication disorders. This Department of Communication Sciences and Disorders endorses the criteria of competence for entry into the profession as an independent practitioner established by the American Speech-Language-Hearing Association. These criteria include successful completion of 1) an approved master’s degree, 2) a supervised clinical fellowship year, and 3) a national examination. These criteria establish minimal rather than maximal levels of competence. Speech Language Pathologists and Audiologists serve in a wide variety of clinical and non-clinical capacities. Professionals functioning as clinicians work in many settings including public and private elementary and secondary schools, private and public clinics, hospitals, rehabilitation centers, university training clinics, and private practices. Other professionals are university teachers, administrators, and researchers. The field is closely allied with a number of other disciplines including Special Education, Linguistics, Psychology, Medicine, and Dentistry. Oklahoma state law requires that SLPs and As hold at minimum the Master’s degree, many others hold the Ph.D. or the
a) The faculty member must be current, demonstrating knowledge of the most current approaches in their area of specialization. Evaluation of current approaches should be evident in academic coursework and in clinical supervision of practicum.

b) The faculty member must contribute to professional knowledge in the field of SLP/A by disseminating research findings in national/international journals and in presentations at national/international conventions and meetings. Information sharing may additionally include departmental, local, regional, and state in-service trainings to practicing clinicians.

c) The faculty member should cultivate professional contacts outside the Department and assume positions of service and leadership in regional and national professional societies related to their area of specialization.

d) The faculty member should cultivate local and regional community and medical contacts to enhance the services available in the SLP clinic and for student training.

The Department perceives the training of highly competent SLPs as the primary objective of the program. Graduates in the B.S. program are routinely accepted into many highly competitive graduate training programs, and the majority do quite well. Graduates of the M.A. program find competitive employment in and outside Oklahoma.

The Department presently possesses regional eminence for both the B.S. and the M.A. programs and in continually expanding opportunities for students academically and clinically.

TIMELINE and DEADLINES

The following will serve as guidelines that candidates, unit administrators and personnel committees should utilize to assure that all deadlines for RPT cases are met.

1. On or about September 15. The candidate should begin to prepare his or her documentation for the RPT file. This should be done with guidance from the unit administrator.

2. Actions due for consideration will be announced by the Department Head no later than October 1.