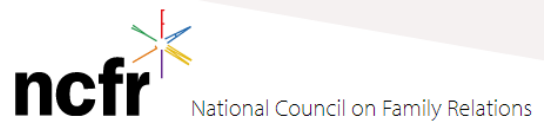


*Winthrop University*  
*Richard W. Riley College of Education*

**2021-2022**  
**Faculty Manual**



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## Mission and Vision Statement

### **Mission Statement**

We prepare professionals to become lifelong leaders, learners, and contributing citizens who demonstrate excellence in their fields in order to serve individuals, schools, partner organizations, and the community. Our work is grounded in a rich heritage that creates a culture of caring, excellence, and innovation.

### **Vision Statement**

Empowering our students to positively impact the world.

*Approved by the Richard W. Riley College of Education Faculty on October 21, 2016*

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## Bylaws – COE Faculty Assembly

Last updated April 2021 (Pending review of University Rules Committee)

### ARTICLE I NAME

The name of this organization shall be the Faculty Assembly of the Richard W. Riley College of Education. [Hereafter, the phrase Faculty Assembly shall refer to the Faculty Assembly of the Richard W. Riley College of Education.]

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### ARTICLE II RESPONSIBILITIES

**Section 1.** The Faculty Assembly shall be responsible for:

1. its organization and procedures as established in these Bylaws;
2. the undergraduate and graduate academic programs, policies, and regulations of the Richard W. Riley College of Education within the limitations prescribed by the Faculty Conference and/or Graduate Faculty Assembly of Winthrop University;
3. such additional matters as shall be referred to by the Faculty Conference and/or Graduate Faculty Assembly of Winthrop University, the President, the Vice-president for Academic Affairs, or the Dean of the Richard W. Riley College of Education.

**Section 2.** The Faculty Assembly shall create and instruct all subordinate committees, standing and select, and may periodically review their major decisions.

**Section 3.** The Faculty Assembly shall be the principal legislative body of the Richard W. Riley College of Education faculty. All actions of the Faculty Assembly shall be subject to review by the Dean of the Richard W. Riley College of Education in a timely manner not to exceed fifteen business days during the Fall and Spring semesters, exclusive of weekends and holidays. Thereupon, the Dean or designee shall forward the review and the action of the Faculty Assembly to the next stage of the legislative process.

**Section 4.** The minutes shall be filed with the Secretary of the Faculty Conference, and the actions of the Faculty Assembly may be reviewed by the Faculty Conference or its subordinate bodies in accordance with the Bylaws of the Faculty Conference of Winthrop University.

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### ARTICLE III MEMBERSHIP

All full-time faculty members holding academic rank of instructor or higher in the Richard W. Riley College of Education shall be members of the Faculty Assembly.

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### ARTICLE IV OFFICERS

**Section 1.** The presiding officer of the Faculty Assembly shall be titled Chair of the Faculty Assembly. The Chair shall be a full-time, tenured faculty member in the Richard W. Riley College of Education. [No administrator shall be eligible to be the Chair of the Faculty Assembly.]

**Section 2.** The Chair shall accede to service as presiding officer in the year following election as Vice-chair [with the exception of the first Chair, who shall be elected without first serving as Vice-chair].

**Section 3.** The Vice-chair shall serve as presiding officer in the absence of the Chair. In instances when neither officer is available, the Chair of the Richard W. Riley College of Education Rules Committee shall preside. The Vice-chair shall be charged with the formation of a committee concerned with social and benevolent matters, as needed.

**Section 4.** The Secretary of the Faculty Assembly shall be appointed by the Chair of the Faculty Assembly to serve a term concurrent with that of the Chair.

**Section 5.** The Parliamentarian of the Faculty Assembly shall be appointed by the Chair of the Faculty Assembly to serve a term concurrent with that of the Chair.

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### ARTICLE V MEETINGS AND VOTING

**Section 1.** The Chair of the Faculty Assembly shall notify the Faculty Assembly at its first meeting of the academic year. At least one meeting of the Faculty Assembly shall be held each semester.

**Section 2.** Special meetings shall be held at the call of the Chair or the Dean or upon the request of ten percent of the Faculty Assembly. [The Vice-chair may call special meetings in the absence of the Chair.]



**Section 3.** The agenda for regular or special meetings of the Faculty Assembly shall be prepared by the Chair in consultation with the Dean. The agenda shall be distributed so that it is available to the membership of the Faculty Assembly no less than five working days before a meeting. [In the absence of the Chair, the Vice-chair in consultation with the Dean will prepare the agenda.]

**Section 4.** A list of Faculty Assembly members, based on eligibility set forth in Article III of these Bylaws, shall be composed by the Chair and presented to the Faculty Assembly at its first meeting of each Fall and Spring semester. If a person's membership is questioned, the Faculty Assembly shall determine eligibility.

**Section 5.** A quorum is required to conduct the business of the Faculty Assembly and shall consist of a simple majority of the eligible membership. The specific number required for a quorum shall be determined by the Chair at the beginning of each semester and shall be published in the agenda of the first meeting of the Fall and Spring semesters.

**Section 6.** When an item on the agenda requires a vote, approval by a simple majority of a duly established quorum shall constitute passage of an item, except in matters pertaining to revision of these Bylaws and/or other matters as defined under Roberts' Rules of Order. If attendance falls below the number required for a quorum, debate may continue, but the only motion in order shall be a motion to adjourn.

**Section 7.** Nothing in these Bylaws shall be construed as denying the Dean the right to place items on the agenda of any scheduled meeting, to present reports to the faculty at any scheduled meeting, or to be recognized on the same basis as any member of the Faculty Assembly to discuss matters brought before it at any scheduled meeting.

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## **ARTICLE VI DEPARTMENTS AND ADMINISTRATION**

**Section 1.** The Richard W. Riley College of Education shall consist of academic, administrative, and service departments [e.g., Student Academic Services]. Any change in the organization of departments shall involve consultation with the Faculty Assembly. The Dean shall assign each faculty member to an academic department.

**Section 2.** Academic departments are responsible for developing and maintaining programs and courses offered by the Richard W. Riley College of Education. Approved

programs shall receive administrative support to maintain their integrity and continuance.

**Section 3.** The President of Winthrop University appoints the Chair or Director for each academic, administrative, or service department. Appointment is based upon the recommendation of the Provost and the Dean. The Chair shall be the presiding officer for all departmental business. See the University Department Chair Policy on chair appointment and reappointment procedures.

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## **ARTICLE VII COMMITTEES**

**Section 1.** There shall be five governance standing committees of the Faculty Assembly and specialized standing committees. The Faculty Assembly standing committees are:

1. Curriculum Committee
2. Elections Committee
3. Faculty Development Committee
4. Promotion and Tenure Committee
5. Rules Committee

The specialized standing committees are:

1. Dispositions Committee
2. Diversity Committee
3. Field Experience and Clinical Practice Committee
4. Technology Committee
5. Unit Assessment Committee

The Faculty Assembly may create select committees or task forces upon request by its members or by the Faculty Conference, Graduate Faculty Assembly, the President, Provost or Office of the Dean. Decisions of all select committees or task forces created by Faculty Assembly are subject to approval by the Faculty Assembly. No select committee or task force may be created to replace the responsibilities of standing committees as described in these Bylaws.

**Section 2.** Each standing committee shall develop its own procedures subject to review and approval by the Faculty Assembly. Procedures shall be consistent with all provisions of the Bylaws of the Richard W. Riley College of Education and those of the University. Each governance standing committee will elect its chair from its membership. A chair shall serve no more than one consecutive term as chair. All members of standing committees shall be elected to staggered terms as determined by the Elections Committee and must hold tenure or be in a regular tenure-track appointment. No one in an administrative position (including

departmental chairs) may serve on the following committees: Promotion and Tenure and Faculty Development.

Faculty members on the accreditation standing committees are appointed by the Dean of the Richard W. Riley College of Education for staggered three-year terms. Individual three-year terms are renewable. The chair of each accreditation standing committee shall be a faculty member and shall be appointed by the Dean of the Richard W. College of Education. Chairs may serve multiple terms. Each accreditation committee will have one representative from the College of Arts and Sciences and one representative from the College of Visual and Performing Arts. Those representatives will be jointly appointed by the Dean of the Richard W. Riley College of Education and the Dean of the respective college. As appropriate, an accreditation standing committee will have at least one member representing school or agency partners. College administrators serving on accreditation committees do not have term limits.

**Section 3.** Each standing committee and specialized standing committee should provide an annual report with meeting minutes attached. The report should highlight the committee's activities and must be submitted no later than the close of each academic year. Reports and minutes will be available in a repository for review by Faculty Assembly membership. The Promotion and Tenure Committee, which deals with confidential information, is excused from this requirement. Committees are also encouraged to share actions with appropriate constituencies by oral or written means throughout the academic term.

**Section 4.** The purpose of the Promotion and Tenure Committee of the Richard W. Riley College of Education is to make recommendations to the Dean on all matters concerning promotion and tenure of faculty. The committee shall also be responsible to the Faculty Assembly for making recommendations concerning policies and procedures for appointments, reappointments, promotion, and tenure. Committee members should follow university policy and Richard W. Riley College of Education guidelines in the review process.

The Promotion and Tenure Committee shall include a tenured faculty member elected by each academic department in the Richard W. Riley College of Education. One full-time, tenured faculty at-large member shall be elected by the Faculty Assembly to serve on the College Promotion and Tenure Committee. Faculty Assembly shall elect a faculty member to serve on the University Personnel Committee. That person may not serve on a department or college promotion and tenure committee while serving on the University Personnel Committee.

The term of office for each committee member shall be three years. During the Spring semester, the Promotion and Tenure Committee shall elect one of its continuing members to serve as chair for the next academic year.

The Chair of each academic department shall establish a departmental promotion and tenure committee responsible for reviewing departmental faculty applications for promotion and tenure and for making recommendations to the Dean. Each academic department committee shall consist of five tenured faculty members. When possible, the five members shall be elected from within the department. Otherwise, the Department Chair, in coordination with the Dean, shall identify other faculty in the college or in other colleges to complete the committee of five. The Department Chair shall appoint the departmental promotion and tenure committee chair.

**Section 5.** The ***Faculty Development Committee*** shall be responsible for the application and selection processes for the award of foundation funds to support collaborative faculty/student research and other designated faculty development initiatives. The committee will contribute to the professional development of faculty and will collaborate with other groups and committees to promote and support major professional development activities in the college.

Membership shall consist of one faculty member elected from each academic department and one at-large member, tenured or untenured, elected by the Faculty Assembly. The committee may invite other faculty to participate in meetings as needed. The term of office shall be three years. The committee shall elect its Chair.

**Section 6.** The ***Curriculum Committee*** shall be responsible for reviewing all graduate and undergraduate curricular proposals and for making recommendations to the Faculty Assembly. Membership shall consist of one faculty member elected from each academic department and one at-large member, tenured or untenured, elected by the Faculty Assembly. The term of office for all members shall be two years. The committee shall elect its chair.

**Section 7.** The ***Elections Committee*** shall be responsible to the Faculty Assembly for the preparation, distribution, and recording of all ballots and other nomination and election materials, the conducting of elections, and certifying to the faculty all elections. The committee shall make recommendations to the Faculty Assembly on the methods for voting. The committee shall include one member from each department, elected by the Faculty Assembly. The term of office shall be two years. The committee shall elect its chair.

**Section 8.** The ***Rules Committee*** shall be responsible for recommending to the Faculty Assembly special rules of order and appropriate changes in the Bylaws of the

Faculty Assembly and for reviewing guidelines or bylaws of all standing and select committees, task forces, or constituent assemblies of the Richard W. Riley College of Education to determine consistency with these Bylaws. Membership shall consist of one member elected by each academic department and one at-large member elected by the Faculty Assembly. The term of office shall be two years. The committee shall elect its chair.

**Section 9.** The ***Unit Assessment Committee*** shall be responsible for overseeing the system for data collection, analysis and evaluation, and for the use of data for program improvement for graduate and undergraduate programs in the Richard W. Riley College of Education. The committee is responsible for monitoring compliance with SACSCOC assessment standards for the College and all programs in the College, with CAEP Standards for the College, and with program accreditation standards. The committee will assist in preparation of the CAEP Institutional Report and other College and program accreditation reports as needed. The Unit Assessment Committee shall review all SACSCOC Program Assessment Template Plans and program continuous improvement plans and provide written feedback to program faculty on an annual basis. The Unit Assessment Committee also shall review aggregated unit data and provide written reviews to the Dean of the Richard W. Riley College of Education and other bodies as appropriate.

Membership shall consist of at least one faculty representative from each academic department, one faculty member representing graduate programs in the college, one faculty member representing undergraduate programs, one teacher education faculty representative from the College of Arts and Sciences, one teacher education faculty representative from the College of Visual and Performing Arts, one faculty member representing non-teacher education programs, and the following administrators from the College: CAEP Coordinator, Unit Assessment Coordinator, Director of Research and Assessment, Director of Graduate Studies, Director of Student Academic Services, and chairs from each academic department. The committee can recommend additional members to the Dean of College of Education.

**Section 10.** The ***Field Experience and Clinical Practice Committee*** shall be responsible for overseeing the design, implementation, and evaluation of clinical and field experiences for initial certification graduate and undergraduate teacher education programs. The committee will monitor compliance with CAEP Standards and will assist in preparation of the CAEP Institutional Report. The committee may also serve in an advisory capacity for other programs that have fieldwork as needed.

Membership shall consist of a minimum of two faculty members representing initial teacher certification programs, two faculty members representing MAT programs, one teacher education faculty member from the College of Arts and Sciences, one teacher education faculty member from the College of Visual and

Performing Arts, and at least two representatives from school and/or agency partners. The CAEP Coordinator, Director of Field and Clinical Experience, Field Placement Coordinator, and Director of the Rex Institute will serve as resources and non-voting members of the committee. The committee can recommend additional members to the Dean of College of Education.

**Section 11.** The ***Diversity Committee*** shall be responsible for overseeing the Diversity Plan for the Richard W. Riley College of Education. The Diversity Committee shall also plan and implement professional development programs and projects for students and faculty that promote and support a more inclusive community grounded in respect for all. The committee will assist with diversity standards and goal-compliance for all College of Education programs and participate as appropriate in accreditation efforts. This includes but is not limited to design, implementation, and evaluation of curriculum and field experiences that address the needs of diverse learners, as well as recruitment and retention of diverse faculty and students.

Membership shall consist of at least one faculty member from each academic department, one faculty member with expertise in working with diverse populations from the College of Arts and Sciences and one from the College of Visual and Performing Arts, one faculty member representing non-teacher education programs and at least two representatives from school and/or agency partners. At least one faculty member should represent undergraduate programs and one graduate programs. The committee may invite students to meetings as integral stakeholders in planning and implementation of initiatives. The CAEP Coordinator, Director of Student Academic Services, Teaching Fellows Director, and Rex Institute Director will serve as resources for the committee. The committee can recommend additional members to the Dean of College of Education.

**Section 12.** The ***Dispositions Committee*** shall be responsible for overseeing the Dispositions system for the Richard W. Riley College of Education. The committee will provide oversight to the process and the materials used to collect dispositional data on preservice teacher development throughout the program. Specific annual tasks may include: reviewing relevant procedures and materials; analyzing data to share with faculty/clinical partners; and providing resources and support for faculty/clinical partners. Other tasks may include updating the materials and website and providing training for faculty/clinical partners.

Membership shall be appointed to consist of faculty that meet the following categories: one representative from each department in the College of Education, one representative from the College of Arts & Sciences education faculty, one representative from the College of Visual & Performing Arts education faculty, and faculty from both undergraduate and graduate programs. An individual faculty member may meet multiple categories.

Feedback from agency and school partners will be facilitated through regular collaboration with the Partnership Advisory Council and as needed through Program Advisory Committees. If needed, the committee can invite students and school personnel to contribute. The committee can recommend additional members to the Dean of College of Education.

Members will serve a three-year term. The Dean of the College of Education will appoint the chair and faculty members from the College of Education. Education faculty from other respective colleges will be appointed by the Dean of the College of Education in collaboration with other Deans. The chair or designee will present findings and activities to the Partnership Advisory Council at least once per year.

The following individuals will serve as ex-officio members and may be asked to participate when appropriate: College of Education Associate Dean, Rex Institute Director, Director of Field and Clinical Experiences, Director of Student Academic Services, Educators Services Coordinator, and/or Unit Assessment Coordinator.

**Section 13** The ***Technology Committee*** shall be responsible for: ensuring the Richard W. Riley College of Education’s technology initiative support the college’s objectives and strategies; providing advice on allocating technology funds associated with infrastructure, integration, innovation, and professional development; advising the College on technology-related matters; serving as an advisory committee to the Instructional Technology Center; and assessing the needs of the College to identify specific goals and targets for technology upgrade, acquisition, integration, and support.

Membership shall consist of one member appointed by the Dean of the College of Education from each academic department, the Director of the Instructional Technology Center, and one representative from Winthrop’s Computing and Information Technology Services Department. The term of office for all appointed members shall be three years. The Dean of the College of Education will appoint the chair. The committee can recommend additional members to the Dean of College of Education.

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## **ARTICLE VIII AMENDMENTS**

These Bylaws may be amended at any regular meeting of the Faculty Assembly by a two-thirds vote of members present and voting. A proposed amendment must first be reviewed by the Rules Committee. If the Rules Committee finds the proposed amendment consistent with the Bylaws, it then is placed on the agenda for discussion at the next regular Faculty Assembly meeting. A vote to approve or disapprove the amendment shall be taken at the following meeting of the

Faculty Assembly. The Chair of the Rules Committee will present the approved amendment to the University Rules Committee for review.

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## **ARTICLE IX WAIVER PROCEDURES**

In an emergency, two-thirds of the total faculty may vote to waive temporarily any procedure stipulated in these Bylaws.

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## **ARTICLE X RATIFICATION**

These Bylaws shall become operative once approved by the Faculty Assembly, reviewed by the Rules Committee of the Faculty Conference of Winthrop University, and approved by the Provost.

Article VI, section 3, paragraph 1 amended and approved by Faculty Assembly on April 27, 2021.

Article VII, section 3, paragraph 2 amended and approved by Faculty Assembly on November 14, 2003.

Article VII, section 1, paragraph 1; section 2, paragraph 1 and 2; section 3, paragraph 1; section 8, 9, and 10 added to bylaws. Amended and approved by Faculty Assembly on March 5, 2010.

Article VII, section 3, paragraph 3 and 4 added. Amended and approved by Faculty Assembly on March 25, 2017.

Article VII, section 3, paragraph 3. Amended and approved by Faculty Assembly on May 17, 2019.

Article VII, section 5, paragraph 3 added. Amended and approved by Faculty Assembly on March 6, 2020

Article VII, section 1, all paragraphs; new section 3 with all subsequent sections renumbered; section 4, all paragraphs; section 5, all paragraphs; section 9, paragraph 2; section 10, all paragraphs; section 11, all paragraphs; section 12, all paragraphs; and addition on new section 13 amended and approved by Faculty Assembly on April 27, 2021.

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## Curriculum Committee Bylaws

Curriculum Committee Bylaws Revised and Approved by Faculty Assembly on April 27, 2021

### **Section 1. Preamble**

The Faculty of the Richard W. Riley College of Education believe that curriculum is central to the mission of the University. Such curriculum should originate from the faculty, be freely debated, and its dispositions based on consensus. The Curriculum Committee is a representative body within the Richard W. Riley College of Education which reviews all undergraduate and graduate curriculum and program requirements and sends approved action forward for consideration by the Faculty Assembly, the Dean, and other bodies. The Committee will receive recommendations from an academic department and may offer recommendations related to the curriculum to the Faculty Assembly.

### **Section 2. Roles and Responsibilities**

The Curriculum Committee will be responsible for three functions: (1) developing all procedures and policies regarding curricula, (2) reviewing all curricula proposals, and (3) making recommendations to the Faculty Assembly.

### **Section 3. Levels of Curriculum Review**

In all matters related to academic program modification, creation of new academic programs, changes in academic program status, or the suspension of academic programs, a five-level review procedure applies. This procedure is designed to afford all proposed curriculum action a fair and thorough critique, and to clarify the process for curriculum review.

#### **Level One**

Curriculum action in the Richard W. Riley College of Education may be initiated by individual faculty members or by program areas. Whatever its origin, such action must be approved by the faculty in a department. When departmental approval has been secured, the proposed curriculum action and all required documentation are forwarded to the Richard W. Riley College of Education Curriculum Committee for Level Two review.

#### **Level Two**

The Richard W. Riley College of Education Curriculum Committee examines all Level One curriculum action. When the Curriculum Committee approves the proposed action, by a majority vote, it is forwarded to the Faculty Assembly of the College of Education for Level Three review. When the Curriculum Committee does not support proposed curriculum action, it returns the proposed action to the sponsoring department with an explanation for its decision. Under such circumstances, the department has three options: (1) It may withdraw the proposal; (2) It may revise it and, following departmental endorsement, resubmit for Level Two review; or (3) It may appeal the decision of the Curriculum Committee to the Faculty Assembly. If a department elects the latter option, it must notify both the Chair of Faculty Assembly and the Chair of the College of Education Curriculum Committee of its intention to appeal and the proposed date of that appeal.

When an appeal of a Curriculum Committee decision is heard by the Faculty Assembly, both sides of the dispute are afforded an opportunity to present their cases. A simple majority of the Faculty Assembly will resolve the dispute. When a majority of the Faculty Assembly supports the decision of the Curriculum Committee, the proposed curriculum action is returned to the department with an explanation of the Faculty Assembly's action written by the Assembly's chair. Should a majority of the Faculty Assembly support the departmental appeal, the Chair of the Faculty Assembly will provide written notification of the Faculty Assembly's action to the Curriculum Committee, directing that its Chair take appropriate action to move the proposed curriculum action forward for Level Three review.

### **Level Three**

The Faculty Assembly is responsible for Level Three review of proposed curriculum action. When the Faculty Assembly approves the proposed curriculum action, by a majority vote, the proposal is forwarded to the Dean for Level Four review. When the Faculty Assembly does not approve the proposed curriculum action, the proposal does not move forward. If the sponsoring department elects to revise curriculum action rejected at this level, it must seek departmental approval of the revised action at Level One of this procedure.

### **Level Four**

The Dean of the Richard W. Riley College of Education is responsible for review of proposed curriculum action at Level Four. When the Dean approves the proposed action, it is forwarded to the appropriate committee for Level Five review. If the Dean does not support the proposed curriculum action, the Dean must communicate an explanation of the disapproval to the Faculty Assembly within 30 days. A three-fourths vote by the total faculty will be sufficient to override the Dean's disapproval of any action of the Faculty Assembly [Article II, Section 3, College of Education By-Laws]. If the sponsoring department elects to revise curriculum action rejected at this level, it must seek departmental approval of the revised action at Level One of this procedure.

### **Level Five**

Level Five review of proposed curriculum action is conducted by either the Educator Preparation Committee, Academic Council, and/or Graduate Council. When the proposed curriculum action pertains directly to the Teacher Education Program, it is reviewed by the Educator Preparation Committee under rules established by the University. If approved by the Educator Preparation Committee, the proposed curriculum action is forwarded to either Academic Council or Graduate Council, whichever is most appropriate under University guidelines. Proposed curriculum action that does not directly impact the Teacher Education Program is forwarded from the Dean of the Richard W. Riley College of Education to either Academic Council or Graduate Council for additional review under University rules.

#### **Section 4. Membership**

The membership of the Curriculum Committee shall consist of one faculty member elected from each academic department and one at-large member elected by the Faculty Assembly, tenured or untenured. The term of office for all members shall be two years. The committee shall elect its chair.

#### **Section 5. Length of Service**

All elected and appointed members serve two-year terms. In the event a member cannot complete the term of office, the appropriate body elects or appoints a replacement for the unexpired term only.

#### **Section 6. Chair**

The Committee selects a Chair at the last meeting of each year from among its elected members. The Chair will have one vote.

#### **Section 7. Vice Chair**

The Committee annually selects one elected member to serve as the Chair-Elect for the academic year. The Chair-Elect serves in an assisting role to the Chair throughout the year and then transitions into the role of Chair in the next election cycle. The Chair-Elect acts as Chair in the absence of the Chair. The Chair-Elect is elected during the first meeting of the first year of their term.

#### **Section 8. Meetings and Quorum**

All meetings of the Curriculum Committee are open meetings. Faculty, department chairs, staff and students are welcome. Formal requests to be included on the agenda must be made to the Chair one week prior to the meeting. The Curriculum Committee, through the Chair, may invite faculty and/or department chairs to attend meetings when specific curriculum action warrants further explanation. Meetings are announced no less than three working days prior to the dates of those meetings.

A quorum of the Curriculum Committee consists of the Chair or Chair-Elect and a simple majority of elected members.

#### **Section 9. Minutes**

The minutes of the Curriculum Committee are officially recorded by support staff. The Curriculum Committee will approve the minutes and support staff will circulate the minutes to department chairs and the Dean. After approval, the minutes will be posted on the Learning Management System.

#### **Section 10. Support Staff**

The Dean is responsible for providing support staff to the Curriculum Committee. The minutes are recorded and circulated by support staff.

**Section 11. Subcommittee**

The Committee creates such ad-hoc committees as it deems appropriate.

**Section 12. Reporting**

The Committee reports at least once each semester to the Faculty Assembly. Copies of action approved by the Committee will be submitted on the Curriculum Action System by the Chair of the Curriculum Committee.

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## **Educator Preparation Committee Bylaws**

This committee is considered a University Committee and as such all information on membership and procedures are located in the [Educator Preparation Committee](#) section of the Winthrop University Policies website.

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## Organizational Structure

This is located in the [About the College](#) section of the COE website.

### Departments

#### **Department of Education Core**

The Education Core is an academic department that serves all initial educator preparation programs by providing foundational experiences that prepare future teachers for the diverse and inclusive environments in which they will work. Course content and clinical rotations are intentionally integrated at multiple points in the program to support candidate understanding, application, and generalization of Education Core concepts and ideas.

The Department of Education Core is responsible for common education coursework for initial preparation programs across the university. The department houses all options of the Master of Arts in Teaching degree, the Bachelor of Science in Educational Studies, and the minor in Educational Studies.

#### **Department of Counseling, Leadership & Educational Studies**

The Counseling, Leadership, and Education Studies department prepares candidates to meet the needs of 21st Century learners, families, and clients through degree programs offered at the undergraduate and graduate levels in both teacher education and non-licensure degree programs.

The Department of Counseling, Leadership and Educational Studies offers Bachelor of Science degrees in Middle Level Education, Special Education, and Human Development and Family Studies. At the graduate level, the department offers Master of Education (M.Ed.) degree programs for Counseling & Development, Educational Leadership, and Special Education Intervention. The department also offers an Educator Specialist Degree in Educational Leadership. Further graduate certificate programs are available in learning technologies and counseling and development. A minor in Human Development & Family Studies is offered through the department.

#### **Department of Curriculum and Pedagogy**

The mission of the Department of Curriculum and Pedagogy is to prepare teacher candidates through discipline-specific content and extensive clinical experiences with innovative pedagogies. Our programs produce caring educators who positively impact students, families, and communities.

The Department of Curriculum and Pedagogy prepares teachers through programs for initial licensure and advanced study. The department offers Bachelor of Science degrees in Early Childhood Education and Elementary Education and Master of Education in Teacher Leadership, Learning Design and Technology, and Literacy. The course sequences for the Read-To-Succeed endorsement are offered as a part of the M.Ed. in Literacy program, and is available to in-service teachers. Finally, coursework in gifted education and project based learning are housed in the department.

### **Department of Physical Education, Sport, and Human Performance**

The Department of Physical Education, Sport and Human Performance is dedicated to preparing leaders in athletic training, exercise science, physical education teacher education, sport management, and athletic administration at both the undergraduate and graduate levels. The Department meets this mission by preparing professionals who are dedicated to the improvement of health and wellness in the community, state, and nation, as well as the development of sport professionals prepared to meet the demands of the 21st century. All graduates are devoted to excellence in learning, leadership, stewardship and collaboration.

The Department of Physical Education, Sport, and Human Performance is housed in the Lois Rhame West Center. The department offers Bachelor of Science degrees in Athletic Training (no longer admitting students at the undergraduate level), Exercise Science (with a concentration available in Athletic Training), and Sport Management. A Master of Science (MS) is offered in Sport and Fitness Administration. A Master of Science in Athletic Training will begin in the coming years. Minors include Coaching, Health, and Outdoor Leadership.

In addition, the department houses a basic instruction program and a number of service courses such as First Aid / CPR and health and physical education methods for the various initial teacher preparation programs. The basic instruction courses meet the physical activity requirement in the general education program required of all undergraduate students. These courses involve a range of offerings such as Scuba Diving, Lifeguard Training, Aerobic Walking, Weight Training, Hiking, Backpacking and Rafting, or Aerobic Dancing. There are a number of courses which are part theory and part activity, such as Weight Control Through Diet and Exercise, Fitness for Life, and Outdoor Education.

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<b>Centers</b>
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### **Instructional Technology Center**

The mission of the Winthrop University College of Education Instructional Technology Center (ITC), is to provide a positive environment that encourages innovation and hands-on experiences using current state of the art technology through comprehensive training and support. The ITC staff are role models who inspire and guide students, staff, and faculty to become inquisitive,



open minded learners, capable of solving problems, communicating, and presenting research in creative ways

The Instructional Technology Center (ITC) serves students, faculty, and staff, as well as P-12 educators from surrounding school districts and the Professional Development Schools. The ITC is located in 307 Withers/WTS and has a staff that includes a full-time Director, full-time Director of Audiovisual Services, graduate assistants, and several student assistants/work study students.

In a technology rich, learner centered classroom, the teacher serves as a facilitator of instruction, mentor, and coach. The ITC will help cultivate a supportive and collaborative environment for integrating technology as a meaningful and effective part of the educational process by encouraging the modeling of technology integration in a variety of educational and professional settings.

### **James and Sue Rex Institute for Educational Renewal and Partnerships**

The mission of the Rex Institute for Educational Renewal and Partnerships is to serve, facilitate, and support faculty and college initiatives that involve internal and external collaboration, partnership, and outreach to ensure cohesive, quality programs.

The Institute will fulfill four specific purposes:

1. Shepherding the agenda for education in a democracy,
2. Building and maintaining the Winthrop Partnership Network,
3. Fostering collaborative inquiry and teaching, and
4. Promoting on-going professional learning with the University-School Partnership.

The Partnership Advisory Council, with representation from COE, other colleges on campus, and P-12 constituents, will serve as the Institute's advisory council to periodically assess the Institute's effectiveness in fulfilling its purposes and to provide feedback for continual improvement.

### **Macfeat Early Childhood Laboratory School**

The Macfeat Laboratory School has two primary missions. The school promotes holistic development of children through a student-centered environment that stresses growth intellectually, physically, socially and emotionally. The school serves Winthrop University and the community as a research and training center, helping tomorrow's educators and other professionals successfully meet the challenges of an increasingly diverse student population.

The Macfeat Laboratory School, founded in 1892, is operated by the Richard W. Riley College of Education as an education/demonstration/research school. Serving three, four, and five-year old children, Macfeat offers a child-centered program with classrooms organized around learning centers that foster exploration, creativity, collaboration, and independence. Macfeat is accredited by the National Academy of Early Childhood Programs (NAEYC), an organization that

recognizes outstanding early childhood programs which meet national standards of quality. Staffed by professional educators, graduate and undergraduate students, and numerous volunteers, the Macfeat School serves as an education site for prospective teachers and other professionals that work with young children. Macfeat Laboratory School strives to meet the needs of a diverse population of learners while exploring ways to better meet the challenges of educating young children in the 21st century. Staff includes three Master's level teachers, a director, administrative specialist, five graduate assistants, and trained undergraduate workers, and is located in the Withers/WTS Building.

### **Office of Field and Clinical Experiences**

The Office of Field and Clinical Experiences facilitates field and clinical aspects of Winthrop's Teacher Education Program in conjunction with the College of Education's Rex Institute for Educational Renewal and Partnerships. The Office coordinates teacher education internships and other field and clinical experiences for undergraduate and Master of Arts in Teaching (M.A.T.) programs in collaboration with its public school partners and the various programs at Winthrop University. The Office facilitates field placements, the Mentor Teacher program, and coordination of Professional Development School (PDS) and Partner School (PS) engagement in field and clinical components of teacher preparation, including collaboration with University Supervisors, School Liaisons, and Winthrop Faculty-in-Residence. Personnel in the Office of Field and Clinical Experiences include the Director, the Field Placement Coordinator, and an administrative assistant that is shared with the Rex Institute.

### **Outdoor Education Center**

The mission of Winthrop Headquarters for Outdoor Adventure (WHOA) is to promote the health and wellness of the campus community and to encourage a respect for and appreciation of natural environments by providing the students, faculty and staff of Winthrop University with opportunities, resources, and instruction necessary to engage the outdoors in a meaningful and responsible manner.

The Winthrop University Outdoor Education Center (OEC) has been developing teams and groups since 1982 and has served more than 40,000 people. Considered by many professionals to be a teaching tool ahead of its time, the OEC offers specialized group learning experiences in an effective non-traditional setting. Teamwork is essential! By sharing in a new and meaningful experience, participants will learn more about themselves, each other, and their group as a whole.

Each workshop is individually planned around the needs and goals of the team or group. In designing all sessions, careful attention is paid to specific group needs, so that groups will be given the opportunity to be challenged and reach their goals. Sessions are classified as being either half-day (2-4 hrs), full-day (4-8 hrs), or multi-day.

The OEC experience is one of learning and fun! Your team will be presented with challenges that will require communication, trust, teamwork, and commitment to group goals. It's more than a group outing — it's an opportunity for self and group discovery.

### **Student Academic Services**

The Richard W. Riley College of Education's Student Academic Services (SAS) primarily serves undergraduate and Master of Arts in Teaching students enrolled in majors and minors within the college. In addition to these primary stakeholders, the office supports faculty advising in the college and completers of all educator preparation programs in obtaining certification. This includes support for recertification of South Carolina teacher certification. The SAS staff is focused on providing assistance and helpful resources in the areas of advising, student success, recruitment, retention, certification, admission to the Teacher Education Program, and college-specific scholarships. The mission aligns with the College of Education's vision of empowering our students to positively impact the world, and our work is guided by the Winthrop University values of service, excellence, diversity, community, and leadership.

Personnel in SAS include the Director, Professional Advisor, Administrative Specialist, and various student workers.

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## **Special Programs**

### **Call Me Mister**

The purpose of the Call Me MISTER program at Winthrop University is to assist with the recruitment, training, and certification of diverse males who are planning to teach in South Carolina's public schools. The program seeks to help build a more diverse group of educators by providing academic, social, and financial support to under-represented individuals interested in the field of education. The mission of the Call Me MISTER (Mentors Instructing Students Towards Effective Role Models) National Initiative is to increase the pool of available teachers from a broader, more diverse background particularly among the State's lowest performing elementary and middle schools. Student participants are largely selected from among under-served, socio-economically disadvantaged and educationally at-risk communities.

### **Center for Educator Recruitment, Retention, and Advancement (CERRA)**

The Center for Educator Recruitment, Retention, and Advancement ([CERRA](#)) is a state agency supported by the SC General Assembly and housed at Winthrop University. CERRA works in collaboration with the state's public and private colleges and universities, education-related agencies, businesses, and the state public school systems to recruit and retain a new generation of academically-talented, effective classroom teachers. The Center works with over 170 high schools in South Carolina in support of the nationally recognized Teacher Cadet program. In

addition, the Center provides a statewide educator job bank and online application system, coordinates the state's Teaching Fellows Program and National Board Certification efforts, provides teacher mentor training for the state, and houses the most current information available on teacher supply and demand.

### **Floyd College Readiness Program**

The Dalton and Linda Floyd College Readiness Program is a community/school engagement initiative that provides college students an opportunity to serve as role models and guides to high school students as they aspire to and prepare for post-secondary education.

Two particular aims of the program are (1) to provide opportunities for college students to build leadership and mentoring skills and (2) to provide opportunities for high school students who may assume that post-secondary education is not possible for them or who may be considered at-risk in the high school to college transition.

### **South Carolina Teaching Fellows Program**

The Winthrop University Teaching Fellows program was established in 2002 with funding provided by the state of South Carolina's general assembly. Entitled "New Bridges," this program enables Winthrop students to work closely with the Hispanic population in areas in and around Rock Hill. This experience aides students in gaining classroom experience and reiterates the importance of service to the community. The program also provides professional development opportunities during summer months. The Teaching Fellows program provides a unique experience that will better equip its members to be productive in the teaching community. The program began in fall 2002 and admits approximately 35 students per year.

### **Winthrop University-School Partnership Network**

The Winthrop University-School Partnership Network provides simultaneous renewal of schools with a focus on student learning and educator preparation through the engagement of collaborative learning communities involving district and university students and faculty. These partnerships allow the teacher education program to experiment with new models of teaching while developing new roles and responsibilities for classroom teachers. Teacher candidates work with diverse groups of students in Professional Development Partner Schools, and content area assemblies while guided by teams of teachers and university faculty. Collegiality is valued and fostered within an atmosphere where teachers, students, and professors work and learn together. The partnerships are coordinated through the Rex Institute for Educational Renewal.

### **Winthrop Think College Program**

Winthrop University's Think College Program offers post-secondary education opportunities for students with intellectual disabilities (I.D.). The program creates customized schedules for each student using a person-centered planning approach. The schedules include traditional courses,

internships, and specialty courses to support student development of specific skill sets. The focus of the Think College Program is to build and strengthen skills in the areas of employment, self-determination, health and nutrition, social networking, and independent living.

The mission of Winthrop University's Think College Program is to provide an inclusive post-secondary education experience to students with intellectual disabilities to prepare them for competitive employment and active participation in local communities with as much independence as possible.

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## Roles and Responsibilities

### Faculty Duties and Responsibilities

Faculty members are expected to maintain professional competence and currency in their academic disciplines through on-going development and by pursuing continued learning, scholarship, stewardship, and professional service. Responsibilities of Richard W. Riley College of Education (COE) faculty are to:

- Meet all assigned classes or to make appropriate alternative arrangements for the class when an absence is unavoidable. Such arrangements must be approved by the Department Chair and appropriate leave should be indicated in Wingspan. Note that an illness should also be reported in Wingspan per University policy on sick leave.
- Distribute to each student, within the first week of class, a course syllabus that adheres to the COE Syllabus format. An electronic .pdf copy of the syllabus must be submitted to the Department Chair at the start of each semester. Refer to the required syllabus criteria in the General Course Information section of the COE Faculty Manual. Syllabi naming conventions are [subject][course number]\_[section]\_[year term]\_[faculty] (faculty last name and first initial with no space; EXAMPLE: ECED351\_001\_19F\_PowellIT.pdf). Terms are abbreviated by using two-digit year followed by a single letter; F=fall, S=spring, and M=summer.
- Submit an updated vita annually as instructed by their department chair in a .pdf format. Vitae must be submitted by Feb. 15 of each year. Naming conventions are [faculty\_coevitae\_13F.pdf (faculty member last name and first initial with no space; EXAMPLE: HamillS\_coevitae\_13F.pdf). Terms are abbreviated by using two-digit year followed by a single letter; F=fall, S=spring, and M=summer. Faculty are requested to include the date of last update within the document.
- Be available to students for advising.
- Answer student e-mails in a timely fashion.
- Establish and keep a regular schedule of office hours that total 10 hours a week (two hours daily with at least three days in the office and others virtually). The faculty's office hours schedule is reported to the department chair and dean, subject to the approval of the department chair, and posted outside the faculty member's office. (See Faculty Office Hours section below.)
- Award academic credit based on the professional evaluation of students' academic performance and implement accountability systems that ensure academic rigor and integrity of the course work.
- Present the subject matter in the course as announced to students and as approved by the faculty.
- Engage in continuous learning and scholarship as defined by the Richard W. Riley College of Education guidelines.
- Evaluate or comment fairly and objectively on the performance of colleagues when peer evaluation is required for the purpose of tenure and promotion.

- Participate in committee work and other channels of shared governance in accordance with department, College, and University procedures. See more information on committees in the By-Laws and Committee Membership sections.
- Provide service to the profession, both on campus and externally.
- Participate in student recruitment and orientation activities.
- Participate in the development and evaluation of curricula through the approved shared governance structures.
- Comply with the laws governing conflict of interest.
- Observe the policies and procedures of the College and the University.
- Complete data entry for critical course assignments and disposition assessments as required.
- Keep course grades for a minimum of five years. This includes submitting documentation to the chair when a grade of “I” is awarded. See [Incomplete Grade Form](#).

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## **Faculty Load Policy**

The faculty load policy is determined in a manner that recognizes the many assignments of faculty at a contemporary university. This work includes teaching; advising; supervision of students in field placements; committee work; curriculum development; scholarship; service to the profession; peer review and assistance; grant and resource development; student recruitment; student retention efforts; and community service related to the faculty member's area of professional expertise. The University policy regarding faculty load is located in the [Teaching Load](#) section of the University Policy Repository.

### Teaching Load

Teaching loads at Winthrop University vary among and within departments depending upon the nature of the courses being taught. Reassignment of load may be made due to added administrative responsibilities or involvement in research. Typically Richard W. Riley College of Education faculty teach or account for 24 credits across the fall and spring terms.

### Summer Teaching

The Richard W. Riley College of Education offers an array of courses and institutes each semester. Schedules for summer sessions are constructed by department chairs and the dean in anticipation of course demand and educational needs of our students. Faculty members should consult with their department chair in the fall semester to assist the summer schedule building. The College adheres to the [University Policy for Summer Session Employment](#). This policy states, “In general, faculty will teach no more than 6 hours during summer session, including Maymester. Exceptions to this policy will be made only under unusual circumstances. The appropriate dean must approve all exceptions.”

## Teaching Overloads

Teaching overloads are discouraged; however, at times circumstances can dictate the need for an additional teaching assignment for faculty members that have demonstrated the ability to handle the additional responsibility. Any additional teaching assignments must be approved by the department chair and the dean.

## Class Size

Lower division course enrollments will not typically exceed 40. Upper division course enrollments will not typically exceed 30. Graduate course enrollments will not typically exceed 25. Writing intensive course enrollments will not typically exceed 20. Some courses with field components must not exceed 25. In setting course caps, the chair will consult the faculty responsible for teaching the course and will consider student academic needs. Course caps will be set by the department chair, with approval of the dean. Should students need to enroll in a closed course, the department chair will make the decision and notify the faculty member.

## Teaching Schedules

The chair will consult with the faculty member before the teaching schedule is set. The chair, with approval of the dean, will set the teaching schedule to accommodate the learning needs of students. In cases of emergency, the chair and/or dean may make assignments without prior consultation, but this should happen in rare circumstances. Faculty will receive a written teaching schedule no later than six weeks before the start of the semester, except in cases of an emergency.

## Preparations

Typically faculty will have no more than two new course preparations each semester. Ordinarily faculty should not teach more than three different courses each semester; however, this may be adjusted to reflect courses with less than 3 credits.

## Scholarship Load Credit

A revised plan for scholarship release is currently on hold.

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## **Field Supervision**

Supervised internships, practica, and other field-based experiences are common in College of Education programs; therefore, many faculty in the college are expected to supervise students in those field experiences as part of their teaching loads during the academic year or in the summer.



Since each program is different and program field-based requirements change over time, guidelines for determining faculty load credit for supervision vary and are subject to revision. Changes to this policy will be coordinated by the dean, endorsed by the Dean’s Council, and then reflected in the Faculty Manual.

Educator Preparation Program (EPP) Supervision

The EPP at Winthrop has adopted a clinically-based approach to preparing teachers. Many education core courses and program courses now require field components that begin in the freshman year and extend through the junior year. In most cases, course contact hours include both face-to-face and field-based instruction/supervision time; therefore, faculty loads for teaching courses with field components include both the instruction and field supervision components. In those cases, the number of students a faculty member supervises is the same as the course enrollment. However, the nature of any “early” or “pre-internship” supervision, with the valued contributions of host teachers at the placement sites, differs by course and program; and it is the department chair’s responsibility to ensure that faculty supervision loads are appropriate for the situation. Any significant changes to supervision load assignments are made by a department chair and approved by the dean with the focus on equitable treatment of all faculty across the EPP.

The EPP includes a year-long internship as a capstone experience. While this does not necessarily mean candidates remain in the same placement for the entire academic year, it does require a common “pre-internship” experience for both Internship I and Internship II. The increased time in the school changes candidate preparation and performance. This warranted a change in teaching load and adjunct compensation models. Taken into consideration was the average amount of time required by faculty to supervise both Internship I and Internship II students, average travel time required, and individual needs of interns that may impact the time a faculty member spends in supervision activities. The following chart identifies the number of interns faculty will be assigned to supervise 1, 2, and 3 credit hours. These can be slightly adjusted based on excessive travel or the need of an individual student, as determined by the department chair and then approved by the dean when faculty loads are reviewed. Note: With this change in supervision load guidance is a change in adjunct supervision load and payment-changing to \$350 per Internship I and \$400 per Internship II candidate.

EPP Internship Supervision Load Calculations

<b>Credit Hours</b>	<b># of Internship I Candidates</b>	<b>Total Hours</b>
<b>1</b>	<b>3</b>	<b>42</b>
<b>2</b>	<b>5</b>	<b>70</b>
<b>3</b>	<b>7</b>	<b>98</b>

Credit Hours	# of Internship II Candidates	Total Hours
1	2	34
2	4	68
3	6	102

Individuals responsible for assigning faculty load should reference the more detailed EPP Supervisor Load/Compensation document approved 9/15/2016. The document is available in the College of Education Chair's Manual and upon request for administrators in other colleges.

### Non-Education Programs Supervision

The Athletic Training, Exercise Science, Human Development and Family Studies, and Sport Management programs require field experiences and/or semester long internships that vary in credit hours based on the program. The respective department chair determines how many students supervised in the field or internship course equates to 1-3 credit hours in the faculty members' load. Generally, this is 4-6 students per credit hour in load. Load credit is impacted by factors such as a) whether or not the faculty member visits the placement sites; b) how many visits are expected; c) time required to meet with or communicate electronically with the assigned students; and d) whether the site supervisor/preceptor grades and provides feedback on assignments. In the summer, full-time and adjunct faculty who supervise students enrolled in field-related and internship courses are paid by student using a pay scale determined by the respective department chair and dean with an effort to ensure equity across all programs.

### Graduate Program Supervision

Graduate practicums and internships vary significantly based upon the degree program-whether it is a program that leads to new professional credentials/licensure or is an advanced program that extends one's knowledge and expertise in a professional field and can be accomplished in their current work setting. Practicums or internships that involve frequent on-site observations and feedback by the faculty member constitute a heavier load than do practicums or internships that require students to work in an applied setting under the supervision of a practicing professional with few or no on-site supervision by the faculty member. Faculty load assignments will be informed by any relevant standards established by national professional associations and travel requirements. Some graduate programs link field experiences and internships to required courses and any supervision that occurs is part of the instruction of the course. However, for programs with stand-alone practicums and internships, faculty receive the following load credit for supervision.

Program Area	Experience	# of Students	Load Credit
Counseling and Development	Practicum I & II	6	3
	Internship I & II	10-12	3
Educational Leadership	Internship I-III	8	3

### Thesis Supervision

Recognizing the work necessary to complete *graduate theses*, faculty members generally do not receive load credit for supervision of theses; however, a stipend is provided to the chair of a graduate thesis committee upon successful conclusion of the thesis. Department chairs, with approval of the dean, may assign load credit in unusual circumstances.

### Independent Studies

Normally, no load credit will be assigned for independent studies. Department chairs, with approval of the dean, may assign load credit in unusual circumstances.

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### **Faculty Office Hours**

Faculty are required to establish and keep a regular schedule of office hours that total 8 hours a week. Four of those hours should be scheduled on campus at times when they will be available to students with and without appointments for conversations, advising, and information. The remaining office hours can be held virtually. Office hours should be provided at times that will be convenient and adequate for the faculty member's students to arrange conferences pertaining to their work. Faculty office hours are reported to the Department Chair and must be included in each faculty member's syllabi.

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### **Faculty Participation in Recruitment and Orientation**

Faculty members have responsibility to assist with student recruitment and orientation initiatives. Various activities are coordinated by the University Admissions Office, the Graduate School, and/or the College of Education (e.g., Open House, Winthrop Day, First Look Fridays, Graduate Open House, Teacher Cadet Day, Transfer Advising, Summer Orientations). All faculty members are expected to participate in three or more recruitment activities each academic year. Each faculty member should schedule participation in recruitment or orientation sessions at the beginning of the academic year. Faculty will sign up for these activities through the Department Chair. Each Department Chair will submit a list of participants to the Director of Student Academic Services.

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## **Committee Membership Information**

The faculty governance structures at all levels allow faculty to impact the department, college, and university. Engagement is an important part of faculty roles. All members are expected to attend meetings and engage in all activities of the committee. College committees should identify an individual to help keep a record that documents discussions, action items, and decisions. These can be created as an annotated agenda and will be posted in the Learning Management System when submitted with the committee reporting cover sheet.

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## **Administrative Job Descriptions**

### **Dean**

The dean is the chief administrative officer in the Richard W. Riley College of Education, the premier college of education in South Carolina and an established leader in the region and the nation. The dean provides overall administrative leadership for the college, reports directly to the Provost, and works with academic leadership from all areas of the university. Specific duties include:

- Provides collegial and dynamic leadership for the college's faculty and undergraduate and graduate programs;
- Articulates a vision for the college that is consistent with the University's mission and facilitates strategic planning to reach college goals;
- Motivates faculty and staff to work toward the goals of the college;
- Plans and develops appropriate policies for the college;
- Upholds high standards for instruction, service, and scholarship;
- Recruits and assigns best available faculty and staff based on required competencies;
- Manages and develops the human, physical, and financial resources of the college;
- Fosters and contributes to institutional leadership and collaboration with the other colleges of the university;
- Is a leader in state and national agencies and associations, public schools and school districts;
- Effectively represents the college and university to the community;
- Secures external funding that is in keeping with the goals and objectives of the college and the university.

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## Associate Dean and Unit Assessment Director

The Associate Dean is tasked with overseeing assessment and accreditation efforts; working with the Director of Student Academic Services to support students and faculty; and supporting the all functions of the college as needed.

- Coordinate all efforts for external accreditation approval for the College (CAEP, other accreditations);
- Coordinates University (SACSCOC) accreditations with the Unit Assessment Director;
- Coordinate and provide support for program area accreditations;
- Assist Macfeat with the NAEYC accreditation;
- Oversee College Unit Assessment System;
- Supervise the COE Director of Assessment and Research, Via Coordinator, and SAS Director;
- Complete annual external reports such as Title II and CAEP Annual Report;
- Maintain the faculty/staff manuals, search manual, and advising manual annually;
- Coordinate the student assessment of teaching for all COE courses;
- Coordinate edTPA assessment procedures;
- Serve as a member of the Dean's Council;
- Produce the College's Annual Report;
- Complete periodic reports for the University and governmental agencies;
- Oversee the Winthrop Professional Development Course (WPDC) program;
- Oversee work on [specialized standing committees](#);
- Coordinate all faculty searches for the College;
- Sign all recommendations for teacher certification;
- Support Director of Students Academic Services with recruitment, retention, and certification matters;
- Serve on the Educator Preparation Committee;
- Perform other duties as assigned by the dean;
- Serve as the College's chief executive in absence of the dean;
- Coordinate and lead annual program assessment processes
  - Meet and communicate with program directors to ensure they have necessary data for continuous improvement plan
  - Review program assessments and work with committee membership to help provide feedback to program directors
  - Provide guidance to programs on appropriate assessment practices
  - Ensure reporting deadlines to University are met (to include coordinating with COE GA for report transfer to online system)
  - Communicate with the University Director of Assessment as needed
  - Provide updates to other bodies as needed or requested
- Serve as the College of Education Representative on the Graduate Assessment Committee
  - Coordinate compliance needs related to SACs advanced program expectations

- Coordinate annual reporting and the program review cycle for non-accredited programs

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## **Department Chair**

Department Chairs are faculty members who have been appointed by the President, based upon a recommendation from the dean and the provost. Their appointment is reviewed annually based upon performance as evaluated by the dean. Like all faculty members, Department Chairs are expected to maintain professional and current competence in their academic disciplines through on-going development and by pursuing continued learning, scholarship, consulting, and public service. The primary role of the Department Chair is to foster a quality educational program for students by creating a climate in which the faculty member is able to teach, engage in scholarship, and perform well. Specifically, Department Chairs in the Richard W. Riley College of Education have a duty and responsibility to:

- Ensure that faculty evaluations are conducted in accordance with the policies and procedures of the College and University;
- Review, with the faculty member, the member's performance at least once a year;
- Share electronic course evaluations and annual evaluations provided by the assessment staff;
- Attempt to solve faculty and student problems;
- Conduct departmental meetings;
- Act as a liaison with other units and administrators;
- Set a professional example for faculty members;
- Propose changes in the curriculum, degree requirements, and noncurricular programs after approval by the departmental faculty;
- Ensure coordination of curricula within the department and with other College and University departments;
- Recommend to the dean yearly course offerings and summer school offerings;
- Recommend to the dean class time schedules;
- Assign course schedules to faculty and recommend to the dean appropriate class size;
- Approve faculty assignments for dual employment, continuing education, and other extra duties;
- Coordinate the department's role with registration, recruitment, and orientation activities;
- Teach on a reduced basis as approved by the dean;
- Prepare and submit to the dean yearly budgets and budget reports;
- Allocate and monitor the departmental budget;
- Supervise all routine office functions, including the supervision of office staff, graduate assistants, and work-study students;

- Recommend to the dean faculty recruitment procedures and processes, and take a central role in the recruitment of faculty and staff for the department;
- Assist with the continuing development of departmental faculty and staff;
- Assist with student recruitment, including evaluation of transcripts and application materials;
- Provide oversight to ensure the quality of all undergraduate and graduate programs in the department;
- Assist with all external accreditation activities;
- Promote and encourage the obtaining of grants, attendance at professional meetings, research, publication, and other scholarly activities;
- Perform other leadership duties as required by the department or assigned by the dean.

### Appointment

Typically, Department chairs serve on a 10.5 month basis, from the period of August 1 to June 15.

### Teaching

Chairs teach on a reduced schedule as approved by the dean. Typically, chairs teach 1 to 2 courses in the fall and spring terms as assigned in consultation with the dean.

[See](#) the university policy on department leadership.

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## **Director of Audio Visual Services**

The following are the administrative duties of the Director of Audio Visual Services:

- Performs multimedia, A/V and audio set-ups (equipment may be fixed or portable) campus-wide during normal working hours as well as after hours and on weekends for outside groups on campus, campus departments, student organizations and for the Office of the President. Assists with AV-based equipment for Tillman Auditorium, Barnes Recital Hall, Byrnes Auditorium, McBryde Hall, Plowden Auditorium, and Johnson Theater if needed;
- Manages students, temporaries or other assistants who assist with set-ups; works with and manages contractors on all commencement audio setups;
- Works with contractors/engineers on multimedia, A/V and audio planning for renovations and new construction;
- Serves as back-up support for Director of ITC;
- Manages carillon, webcasts and satellite teleconference set-ups; troubleshoots satellite issues for Mass Communications and Modern Languages;

- Serves as cable TV liaison to CATV vendor for academic space; manages campus-wide multimedia and projection equipment checkout when available; acts as technical support for multimedia in auditoriums such as Plowden, Tillman, etc. and for TVs in Joynes and other locations where TVs are driven by campus cable TV system; assists with cable pulls in smart classrooms;
- Conducts research on multimedia, videoconferencing, A/V and audio solutions; supports LCD digital signage in areas such as Withers, Carroll Hall, DCC, etc;
- Advises and assists with camera installations, such as DVR cameras (e.g. Withers counseling lab) and networked/security cameras.

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### **Director of Field and Clinical Experiences**

The following are the administrative duties for the Director of Field and Clinical Experiences:

- Coordinate field placements in P-12 schools;
- Facilitate selection, training, and support of mentor teachers and university supervisors;
- Coordinate field and clinical initiatives with Partnership Network school liaisons and WFIR (Winthrop Faculty-in-Residence);
- Serve as liaison to public schools and district personnel on issues related to field and clinical experiences;
- Facilitate resolutions to student and field-related issues in collaboration with program coordinators, department chairs, and other key personnel;
- Collaborate with the Director of the Rex Institute for Educational Renewal and Partnerships in building and sustaining the University's Partnership Network;
- Implement processes and procedures associated with the year-long internship;
- Serve on Dean's Council, the Partnership Advisory Council, Field and Clinical Experiences Committee, and other committees as deemed appropriate;
- Maintain strong communications with all those involved in field and clinical experiences through activities such as creating handbooks and updating website.;
- Maintain field and clinical data and prepare annual reports as required;
- Supervise office staff, budget, and physical operations of the Office of Field and Clinical Experiences;
- Teach courses and/or supervise as appropriate;
- Other duties as assigned by the dean.

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### **Director of Graduate Studies**

The Director of Graduate Studies in the College of Education (COE) works in tandem with, and fosters communication and collaboration among, COE Graduate Program Directors, Chairs,



Associate Deans, Deans, and the Graduate School. The overarching purpose for the Graduate Director position is to help ensure overall quality of the College's graduate programs and timely services to support graduate students. Following are the specific administrative duties for the COE Director of Graduate Studies:

- Serves as a well-informed advocate for the needs of the COE's graduate programs;
- Schedules regular meetings of COE graduate Program Directors to discuss issues on topics such as enrollment, recruitment, marketing, policy, assessment, and accreditation;
- Assists with and supports COE graduate marketing efforts;
- Responds to inquires about COE graduate programs in absence of the Program Director and passes information along to Program Directors;
- Oversees and coordinates processes such as student admissions, petitions, theses, and troubleshoots issues raised by students or faculty related to graduate matters;
- Serves as a proxy in the application process for graduate admissions as needed;
- Actively engages with Program Directors in graduate recruitment efforts, activities, and events, including Graduate School Open House events and program-specific recruitment events, as requested by Program Directors;
- Monitors and supports graduate-related activity during the summer months;
- Supports graduate Program Directors in planning and holding annual graduate Program Advisory Committee meetings;
- Works closely with COE Program Directors and COE Student Academic Services to process graduate student scholarships annually;
- Coordinates the Graduate Assistant/Associate program in the COE in collaboration with the Dean and unit heads in the COE (e.g., Chairs, Macfeat Director, ITC Director);
- Supports the preparation and monitors the routing of COE graduate curriculum action through the university, SC Commission on Higher Education, and SACSCOC approval processes;
- Supports Program Directors, Chairs, and the Associate Dean with program and unit assessment processes associated with continued program improvements, and serves as a member of the COE's Unit Assessment Committee;
- Facilitates SACSCOC accreditation and reporting activities for COE graduate program in collaboration with Program Directors, Chairs, and the Associate Dean;
- Actively supports external accreditations and reporting associated with COE graduate programs (e.g. CACREP, CAATE, COSMA, CAEP/SPAs) and participates, as needed, in site visits;
- Serves as the COE's liaison to the Graduate School and participates on the Graduate Dean's Council;
- Represents the COE as an ex officio member of the university Graduate Council;
- Serves on Dean's Council and maintains regular weekly office hours for students and colleagues;
- Teaches a reduced load as determined by the Dean (typically one course reassignment per semester) along with a stipend to support year-long engagement in the role;
- Performs other duties as assigned by the Dean.

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### **Director of Instructional Technology Center**

The following are the administrative duties of the Director of Instructional Technology Center:

- Supervises employees;
- Manages budgeted funds;
- Serves as liaison between university offices;
- Manages the technical needs associated with educational technology in the College of Education;
- Assists in the accreditation process (e.g. SACSCOC, CAEP);
- Assists in strategic planning for technology or technology integration each academic year;
- Seeks outside funding related to the mission of the ITC and the College of Education;
- Teaches two courses in educational technology or technology integration each academic year;
- Advises, coordinates, and/or facilitates technology integration projects in graduate and undergraduate classes both on and off campus;
- Provides technology training to College of Education faculty and staff;
- Assists faculty with technology projects in public schools;
- Maintains College of Education website;
- Stays current in software and hardware developments and uses of technology as it relates to the mission of the ITC and the College of Education;
- Manages equipment set up for special events;
- Oversees the management of classroom technology;
- Other duties as assigned.

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### **Director, Macfeat Early Childhood Laboratory School**

The following are the administrative duties for the Director of Macfeat Laboratory School:

- Employing, providing leadership and training, and evaluating the staff including the administrative assistant, teachers, graduate and undergraduate assistants;
- Maintaining compliance with requirements for approval (licensing) and accreditations, including working with other agencies such as the SC Department of Social Services and NAEYC;
- Planning the budget and monitoring expenditures, providing for meal service, maintenance needs, and classroom materials;
- Maintaining communication and collaboration with the University, community, parents, and the Macfeat Advisory Board;

- Overseeing the process of application, selection, and admission to Macfeat classes;
- Supporting the foundations, mission, and philosophy of Macfeat to serve Winthrop University and the community as a research and training center for pre-service teachers.

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### **Director, Rex Institute for Educational Renewal and Partnerships**

The following are the administrative duties for the Rex Institute Director:

- Oversee and support the functions of the Office of Field and Clinical Experiences;
- Maintain close collaboration with the Education Core Department Chair to ensure ongoing connectedness and continuous improvement of the Education Core and related clinical experiences;
- Facilitate Partnership Network activities and initiatives;
- Facilitate collaborative professional learning activities involving Winthrop faculty and P-12/community partners;
- Support cross-disciplinary outreach that is designed to inform and impact educational practice and renewal;
- Oversee the Teaching Fellows program;
- Oversee the Teacher Cadet initiatives in collaboration with the university's Pre-College Program Coordinator;
- Oversee the Call Me MISTER program;
- Serve as an advocate of the NNER agenda in academic programs and in partnering schools;
- Serve on the College Dean's Council and the Educator Preparation Committee;
- Assist in data collection, analysis, and reporting in areas related to the Institute's mission and goals;
- Supervise fiscal and physical operations of the Rex Institute;
- Serve as a liaison to Jim and Sue Smith Rex and other patrons affiliated with the Rex Institute and its mission;
- Facilitate the Jessie Williams Little Award program and any future programs that emerge out of the Rex Institute;
- Coordinate the Teacher Education Convocation ceremony;
- Serve as a liaison to the Olde English Consortium, Catawba Regional Education Center, and other education and community groups related to the Institute's mission and outreach;
- Engage in COE grant writing efforts in collaboration with the Dean and the Senior Associate to the Dean, and others as appropriate;
- Teach one to two courses a semester; and
- Perform other duties assigned by the Dean.

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## Director of Student Academic Services

The director is the primary administrative leader for student services in the College of Education. As such, the director serves as a visionary leader for programs related to advising, recruitment, retention, and educator certification. The director also serves as the direct supervisor for the office administrative specialist, college professional advisor(s), and other office employees.

Manages all office services and programs

- Supervise all SAS staff;
- Coordinate the preparation of the undergraduate catalog;
- Approve and process all applications for admission to the Teacher Education Program;
- Oversee various required SAS reports;
- Coordinate scholarship information for the Richard W. Riley College of Education;
- Oversee coordination of special events for students including one Scholarship Luncheon, one Admission to Teacher Education Ceremony, multiple Orientation Sessions, and multiple Office of Admissions events;
- Collaborate with appropriate offices on campus including but not limited to Records and Registration, Office of Admissions, Institutional Research, University College Academic Advising, and New Student/Family Programing;
- Serve as information source for student advising;
- Provide or coordinate professional development for faculty and staff as needed;
- Oversee all budgets for the department;
- Serve on the Educator Preparation Committee;
- Serve as chair of the Richard W. Riley College of Education Petitions Committee;
- Serve as director of all recruitment and retention efforts in the College of Education;
- Review, design, and coordinate information for perspective students and families to ensure appropriate scope and accuracy (print and digital);
- Review and maintain all resources for current students related to student success and degree completion;
- Coordinate reports for programs related to recruitment and retention;
- Coordinate with chairs to ensure student ambassador program is success;
- Coordinate with chairs to ensure faculty and student participation in recruitment and retention events;
- Propose new programs and processes to support recruitment and retention;
- Create a personal professional development plan that explores best practices in student success and recruitment.

Manage and coordinate educator processes.

- Serves as the signatory for educator certification paperwork.
- Process all required university-based paperwork and reporting for educator certification to include transcripts, add-on certification verification, change of action forms, and college recommendations.

- Maintain *Certification Database* while collaborating with South Carolina Department of Education to incorporate certification updates, resolve certification questions, and inform the appropriate individuals of challenges and changes.
- Establish and maintain a liaison role with certification personnel in the State of South Carolina.
- Coordinate and monitor application processes for Internship experiences to include finger printing, applications, and background checks.
- Serve as primary contact for certification questions from candidates, alums, prospective students, and outside agencies.
- Maintain secure record keeping and communication of sensitive student information.
- Create, revise, and maintain electronic materials related to certification on the website and other content management systems.

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### **Senior Associate to the Dean**

The following are the administrative duties for the Senior Associate to the Dean:

- Grants/Research Director
  - Serve as Principal Investigator for major grants
  - Support new grant development and submission
  - Provide management support for awarded grants
  - Support faculty research, especially related to work with P-12 schools
  - Facilitate action research with P-12 schools and university faculty
- Partnership Network Co-Director
  - Manage logistical work such as website/social media/technology, including surveys, and partner feedback processes
  - Create processes for and implementation of school selection and annual reporting
  - Collaborate with Winthrop Faculty in Residence
  - Organize professional learning opportunities
  - Create online training modules for various stakeholders
- Education Core Instruction and Support
  - Teach courses within undergraduate and graduate Education Core
  - Support Department Chair, where needed

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## Program Leadership

### Graduate Program Director

The faculty within a graduate program and the Graduate Faculty Assembly as a whole is responsible for curriculum and new program development; however, graduate program direction is assigned to specific individuals. Graduate degree programs are directed either by the major area department chair or by a full-time faculty member with credentials in the respective field.\*\* In cases where a full-time faculty member serves as the graduate director, the following duties are assigned:

- Provides oversight to ensure program quality ;
- Serves as Admissions Officer for graduate program, following best practices and policies established in consultation with college graduate director and the dean of the graduate school;
- Evaluates transcripts and application materials and/or facilitates review of such materials to make admission recommendations to graduate school ;
- Delegates and assigns admission and advising responsibilities as necessary and appropriate with best practice during summer session and the academic year;
- Facilitates and directs scholarship award process as appropriate within the graduate program;
- Maintains collaborative relationship with graduate school and other graduate programs;
- Communicates regularly with college graduate director and graduate school on matters related to program development and admissions processes;
- Actively engages in recruitment activities, including regular attendance at Graduate Open Houses and other information sessions, proactively corresponding with applicants and prospective applicants, and participating in off-campus events as well as appropriate
- Maintains up-to-date understanding of current market trends for field;
- Manages and supervises program graduate assistants, graduate associates as appropriate, making sure required forms are completed by essential deadlines;
- Liaison with Office of Financial Aid and Records and Registration to ensure compliance with federal, state, and institutional regulations and policies;
- Conducts meetings with program faculty;
- Proposes changes in the curriculum, degree requirements, etc. to the chair or dean after approval of faculty;
- Recommends yearly course offerings and course rotations to the chair;
- Prepares program reports and assists with external accreditation activities;
- Reviews and reports program assessment data; recommends programmatic changes; and documents program revisions resulting from assessment findings;
- Collaborates with college assessment coordinator, department chair, college graduate director, and dean of the graduate school as appropriate;
- Supervises and facilitates completion of comprehensive exams and final research projects as appropriate;

- Meets regularly with department chair, college graduate director, and dean to discuss enrollment, recruitment, and student services;
- Collaborates with Graduate School to review and update graduate catalog for accuracy and consistency, both in print and in electronic format;
- Ensures web site content is accurate and current.

[See](#) university policy on program direction.

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### **Undergraduate Program Director**

The faculty as a whole is responsible for curriculum and new program development; however, program direction is assigned to specific individuals. Major degree programs are directed either by the major area department chair or by a full-time faculty member with credentials in the respective field. In cases where a full-time faculty member serves as the undergraduate program coordinator, the following duties are assigned:

- Provides oversight to ensure program quality;
- Conducts program meetings;
- Acts as a liaison to program faculty;
- Proposes changes in the curriculum, degree requirements, etc. to the chair or dean after approval of faculty;
- Recommends yearly course offerings and course rotations to the chair;
- Recommends class times to the chair;
- Prepares program reports and assists with external accreditation activities and/or academic program reviews;
- Participates in recruitment and marketing activities, including new student orientations and admissions events;
- Reviews and reports program assessment data; recommends programmatic changes; and documents program revisions resulting from assessment findings;
- Meets regularly with department chair or dean on status of program ;
- Reviews program information for accuracy and consistency, both in print and in electronic formats. This includes catalog and web site content;
- Coordinates undergraduate advising for the program.

[See](#) university policy on program direction.

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## Other Administrative Support Roles

### Administrative Specialists

Administrative specialist are typically assigned to an office or department to manage duties such as:

- Provide administrative support for activities such as but not limited to:
  - Coordinates and supports all accreditation visits and reporting as needed.
  - Processes paperwork to include travel, reimbursement, purchasing, and related matters.
  - Support search processes as appropriate for the specific assignment. This includes management of the dedicated email address, visit coordination, and collection of paperwork for finalists.
  - Ensures all faculty and staff records are up-to-date and complete during hiring process to include final transcripts, back ground checks and CV.
  - Collaborates with other staff, administrators, and faculty to support college success.
  - Coordinates collection and submission of all COE course syllabi on a semester basis and CVs on an annual basis in collaboration with department chairs.
- Serves as office receptionist and coordinator.
  - Supports processes related to shredding and surplus of university holdings as appropriate.
  - Supports of college and department special events.
  - Maintains a working knowledge of information storage and record maintenance expectations.
  - Performs other related duties as required.

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### Budget Analyst, Facilities Manager

- Prepares and maintains all COE budgets: providing oversight for COE fiscal procedures.
- Processes and maintains records of expenses related to operating, personnel, foundation, and revenue accounts.
- Serves as liaison to the Controller's and Procurement Offices.
- Provides support for grant budgets and special projects as requested by the Dean.
- Submits regular financial reports to the Dean.
- Reviews and approves all financial requests and reports routed through the Dean's office including:
  - Purchase requisitions (purchase orders)
  - Check Requests
  - Travel documentation/reimbursements



- Advises department chairs and project/center directors on matters of financial policy/administration.
- Provides administrative support to the Instructional Technology Center Director and Campus AV Services Director including student hiring.
- Serves as procurement card liaison to the COE Dean's office, ITC and Campus AV Services Directors.
- Works with department chairs and other unit heads to collect needed documents for hiring permanent full-time employees and temporary non-instructional positions and prepares PAFs for submission to the Dean for approval.
- Reviews all ePAFs submitted by COE department chairs and other unit heads for Dean's approval.

**Facilities Manager:**

- Oversees upkeep and use of the Withers Building;
- ensures that Withers classroom and common spaces are properly furnished and maintained
- Serves as liaison with Facilities Management regarding Withers building maintenance, improvements, building signage and surplus and inventory of non-technology items.
  - Creates work requests with Facilities for Withers building issues.
- Approves space requests for 401 and Plowden Auditorium in Withers.
  - Please note the Student Activity Center (SAC) is not part of Withers.
- Orders and distributes Withers building keys as needed by faculty, staff, and adjunct faculty. Maintains security and records on keys per University policy.
  - (Facilities no longer permits building keys to be assigned to students – they are signed out to permanent full-time faculty who may give to a student – but the faculty member is 100% responsible for the key and must turn it in when they leave WU)

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**Director of Research and Assessment**

The Director of Research and Assessment manages all data and reporting for the college, programs, and faculty.

- Assist faculty and administrators in designing assessments, data collection strategies, and interpretation of assessment data.
- Perform ad-hoc queries for accreditation and program improvement and evaluation.
- Perform other analyses as assigned by Dean or Associate Dean.
- Analyze and compile data for annual, external reports including but not limited to PEDS, Title II, and CAEP and prepare annual data analyses for Dean's Council, program areas, and departments/units.
- Design and manage databases and monitor data integrity for the College.

- Manages Via data and administration.

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### **Executive Support Specialist**

Under construction

### **Field Placement Coordinator**

Under construction

### **Professional Advisor**

The Academic Advisor serves as a primary contact for new students in target programs while facilitating related functions.

Manage advising processes for assigned undergraduate programs in the College of Education.

- Ensure that advising information on the website is accurate and easy to access for all stakeholders.
- Serve as primary advisory for approximately 200-250 undergraduate students through point of admission to the teacher education program.
- Serve as secondary advisor for Educational Studies Minors and serve as a members of the Educational Studies Coordinating Team.
- Coordinate assignment of faculty advisors with Director of Students Academic Services and Department Chairs.
- Ensure faculty advisors have necessary materials to support advising processes.
- Coordinate initial advising, student/parent meetings, and registrations for orientations.
- To include communication with program representatives, coordination of space, and creation of material.
- Communicate with advisors in advance of advising periods as appropriate.
- Collaborate with Director of Student Academic Service to review Advising Manual, catalog copy, and other appropriate documents annually.
- Coordinate blanket petitions in target programs with Director of Student Academic Services.
- Provide preliminary transcript review for potential transfer students in target areas.
- Maintain advising documents for technical colleges in collaboration with Department Chairs, Program Directors, and the Director of Student Academic Services.
- Review catalog and degree checklists annually to ensure accurate information.
- Support professional development of faculty/staff.

- Support creation of annual measures associated with Office of Student Academic Services processes.
- Participate in orientations, open houses, program specific activities, etc.
- Communicate regularly with students and other professionals to ensure appropriate student support and onboarding to the university.
- Maintain personal professional development plan to stay current on trends in advising and student support.
- Regularly attend the college curriculum committee meeting to ensure an understanding of curricular changes affecting target programs.

Manage and coordinate admission process for initial teacher preparation programs.

- Maintain the electronic application system with the technical support of appropriate university personnel.
- Coordinate processes for review of candidates with program committees, Office of Records and Registration, and other college offices.
- Manage and maintain database for admissions decisions and status.
- Perform all related administrative tasks to include but not limited to ordering name badges, coordinating with administrative specialist to plan convocation, and correspondence with admitted students.
- Serve as primary contact for admission questions from candidates, faculty, potential students, and outside agencies.
- Create, revise, and maintain electronic information materials related to teacher education admissions on the website and other content management systems.

Support other Office of Student Academic Services initiatives as needed.

- Serve as college liaison for SC Teacher Loan programs while processing teacher loan paperwork.
- Coordinate the direct billed fees with Student Financial Services associated with all programs and processes in SAS.

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## Faculty Evaluation and Development

Approved by COE Faculty Assembly, August 30, 2013

Approved by University Rules Committee, September 19, 2013

### Preamble

The Richard W. Riley College of Education strives to create an environment that promotes faculty productivity and creativity. Such an environment fosters academic freedom in teaching, scholarship, and stewardship for all faculty members. In all areas, the College safeguards faculty members' rights to share and apply knowledge as they discover it, to discuss controversial matters related to their disciplines, and to hold divergent views. Similarly, the College preserves faculty members' freedoms to engage in scholarly activity and to disseminate their findings.

Promotion recognizes the faculty member's maturity in the areas of teaching, research, and service. These areas are identified below and at the University level as Student Intellectual Development, Scholarly Activity, and Professional Stewardship. In providing for the long-term protection of its faculty, the College also offers the prospect of tenure to eligible faculty members who are viewed as valued colleagues by their peers. Tenure is a means of ensuring the continuous freedom to teach, study, and conduct extramural activities. It is also indispensable to the College's efforts to meet its obligations to students and to a democratic society where the free exchange of ideas is essential.

Decisions regarding promotion and tenure are based upon meritorious achievements in the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship. These decisions will be informed by annual reviews, the conclusions reached by relevant committees and reviewers, and the expectations of faculty at peer institutions. Through administrative reviews, faculty should also demonstrate adequate fulfillment of academic responsibilities as defined by the University and College of Education Faculty Manuals. In all cases, however, the process for promotion or the awarding of tenure should be applied with sufficient flexibility to recognize and capitalize on the diverse array of academic talents and accomplishments among faculty in the Richard W. Riley College of Education.

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### Definitions of "Faculty" and "Ranks" within the Riley College of Education

For complete information, visit the [Academic Rank](#) section of the University Policy Repository.

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## Responsibilities for Promotion and Tenure

### Faculty Member's Responsibilities

- A faculty member is responsible for providing the Department Chair (or other person serving as the faculty member's immediate supervisor, hereafter referred to as the department chair) with appropriate evidence of performance and activities relevant to promotion or tenure decisions. Faculty members should understand the importance of providing such materials, particularly in the area of student intellectual development.
- A faculty member is responsible for self-evaluation in the areas of student intellectual development, scholarly activity, professional stewardship, and developing professional goals each year.
- A faculty member is responsible for ensuring that student evaluations are scheduled and completed for each course taught.
- Using timelines established by the dean, each faculty member will submit to the department chair an annual report using the university annual report system that accurately and thoroughly describes the activities and accomplishments of the faculty member during the previous calendar year- (spring, summer, and fall semesters). The purpose of the annual report is yearly evaluation, and it serves as a part of decisions regarding promotion, tenure, and merit pay.
- Each faculty member will confer with the Department Chair annually to discuss the faculty member's annual report. The conference will include discussion of self-evaluation, the faculty's fulfillment of academic responsibilities, attainment of or progress toward goals, and goals for the upcoming year.
- Faculty are encouraged to review information on [tenure](#) and [promotion](#) from the university.

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### Department Chair's Responsibilities

- The Department Chair is to communicate clearly to departmental faculty members the policies of the Richard W. Riley College of Education concerning promotion and tenure.
- The Department Chair is responsible for remaining current with the progress of each faculty member and to provide that faculty member with timely evaluation and mentoring, especially concerning promotion and tenure. The Chair's annual review of the faculty member's goals and progress as documented in the annual report and subsequent administrative review is integral to this process.
- In offering guidance to and conducting reviews of the faculty member, the Department Chair should take note of teaching effectiveness and differences in faculty workloads in such areas as number of course preparations, complexity of courses taught, number of advisees, types of scholarship undertaken, demands of university and community service obligations, and involvement with student activities outside the classroom.

- The Department Chair must complete a written evaluation of each faculty member in the university system supporting annual review at the close of the academic year based on information from the following documents:
  - a. Annual report
  - b. Faculty workload report
  - c. Student evaluations
  - d. Other pertinent information, e.g.,
    1. Peer and/or chair observations,
    2. Participant evaluations of conference presentations,
    3. Self-evaluations

This written evaluation is available to the faculty member by May 1 so that in the case of a disagreement, the faculty member will have adequate time to respond within the annual reporting process used by the university before the evaluation is submitted on or before May 15.

- When a faculty member is a candidate for promotion or tenure, the Department Chair must submit in writing through the system used by the university a full and frank appraisal of all aspects of the candidate's performance in each of the relevant performance categories, including a clear statement of the level of support the Chair provides the candidate.

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### **Dean's Responsibilities**

- The dean is responsible for ensuring that the departmental Promotion and Tenure Committees, Richard W. Riley College Promotion and Tenure Committee, and department chairs explicitly evaluate faculty consistently and fairly both within and across all departments.
- The dean will prepare a yearly written review of all full-time faculty members based on the faculty member's materials and department chair review submitted through the established university system.

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<b>Areas of Faculty Responsibility and Evaluation</b>
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### **Student Intellectual Development**

Student intellectual development is the fundamental responsibility of faculty at Winthrop University. A broad range of faculty activities fits within the area of *Student Intellectual Development*. Activities include helping students to acquire disciplinary knowledge, develop critical thinking and problem solving skills, enhance interpersonal and social skills, cultivate effective communication skills, apply knowledge and skills across contexts, learn through service in the discipline, and pursue further academic exploration.

The effective teacher exhibits a sustained concern for teaching that is reflected in materials, classroom instruction, critical evaluation of student learning, program development, and adequate preparation of students for future endeavors.

The evaluation of a faculty member's skill at enhancing Student Intellectual Development should be based on evidence of student learning. Faculty demonstrate this skill through balanced systematic analysis of student learning supported by efforts to continually improve instruction. Systematic analysis means that multiple and varied sources of data are used during the assessment process. Assessments that are varied could include classroom assessments of content, observations of student performance, examination of work products resulting from use of content in the field, informal classroom assessments as well as student course evaluations. Assessments that are systematic require faculty to analyze assessment data over time and change instruction based on that data. The key is that (a) multiple kinds of assessment or assessment with sufficient depth be used to measure student learning; (b) the assessment used is a valid indicator of meaningful student learning; and (c) that the faculty demonstrate their own regular use of assessment for continual improvement of student learning.

Faculty should also demonstrate efforts to improve instruction using multiple means which can include peer feedback on teaching and materials, professional development in targeted areas, collaborative planning, self-analyses of instruction, curriculum development, instructional innovations, and professional recognitions.

Candidates for tenure and/or promotion should document their work with Student Intellectual Development in a comprehensive narrative statement that introduces that section of the tenure and/or promotion materials. The narrative statement is a primary means of articulating one's case for tenure and promotion as it relates to student intellectual development. The narrative and accompanying materials should focus on the faculty member's strengths as a teacher and work in promoting student intellectual development as evidenced by student learning data in annual reports. The narrative should address the criteria delineated in the University and College of Education guidelines with accompanying evidence from annual reports, teaching observations, or other sources. The faculty member should limit supporting evidence in the portfolio to representative samples of work directly related to the narrative.

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## **Scholarly Activity**

*Scholarly Activity* is an essential part of University life and development and encompasses the many pursuits that broaden and expand the learning communities in which faculty function and the University is situated. These activities are related to the faculty member's discipline and should include work that makes a significant contribution to the faculty member's field. Each individual scholarly endeavor will be evaluated for merit based on the degree to which it is **documented**, **peer reviewed** and **disseminated**. Ideally, scholarly efforts will include all three

areas. However, the overall evaluation of scholarly efforts seeks a balance of all three criteria across the full body of a faculty member's scholarship over time. Faculty should provide evidence that they are remaining active and engaged in scholarship and make clear how their scholarly work meets these criteria.

### **Standards for Scholarly Activity**

Decisions concerning reappointment, promotion, and tenure are largely based on professional judgments of the value of the faculty member's work. Qualitative standards derive from the value associated with contributions made by the applicant to the professional culture of the college, the community, and the profession. This emphasis is consistent with the values of a College dedicated to teaching and the advancement, creation, application, and integration of knowledge.

The evaluation of scholarly endeavors is greatly influenced by the disciplinary focus of the faculty member and regulations for evaluation established by accrediting agencies; however, the evaluation of scholarship must be flexible enough to recognize unique contributions that arise as faculty engage in discovery, application, integration, and teaching (Boyer, 1990). By using a broader lens through which to examine and evaluate scholarly engagement, the College of Education recognizes the importance of both theoretical study and the application of theory to solve problems in a variety of settings. Faculty members should include only scholarly activities associated with their roles as Winthrop faculty members.

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### **Documentation**

Documentation is the product or evidence of the scholarly work and its quality as presented in the faculty member's portfolio and can include the following:

- Conference proposals, abstracts, reviewer feedback, paper submissions
- Journal articles, book chapters, books, book reviews
- Grants and patents
- Media creations
- Technical or training manuals
- Program or accreditation evaluations
- Project reports
- Any tangible artifact that documents the scholarship

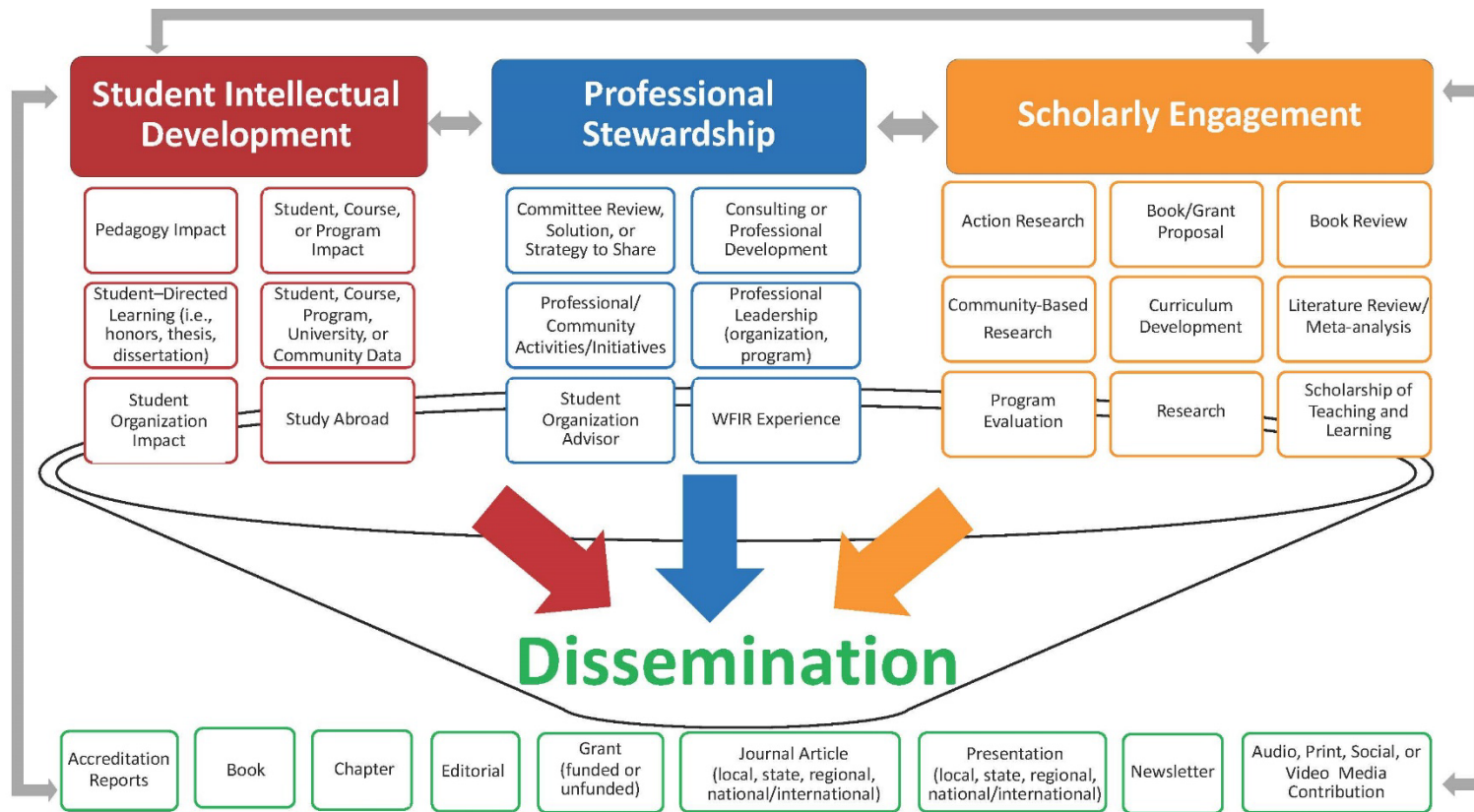
### **Faculty Influence**

Faculty create, develop, and synthesize information to solve problems within and outside of Winthrop University. Through an interaction of student intellectual development, professional stewardship, and scholarly engagement, faculty should make a goal to disseminate outcomes that influence their respective fields. Faculty should develop outcomes that enhance and extend beyond their work at Winthrop University. As such,



dissemination efforts and productivity may further develop a faculty member's understanding of a topic, which impacts their student intellectual development, professional stewardship, and/or scholarly engagement which, in turn, leads to further dissemination.

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## Peer Review

Peer review is the means by which appropriate experts evaluate the quality of the scholarly work. Peer reviewers have expertise in the content area and play a significant role to ensure a quality product. Peer reviewers include, but are not limited to, members of professional associations, external faculty groups, conference referees, journal reviewers, and grant review panels. The peer review process generally includes blind review, expert judgement and is free of conflict of interest. *It is the responsibility of the faculty to document the depth of peer review that has taken place in order to demonstrate the quality of the scholarly work.*

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## Dissemination

Dissemination is the distribution of scholarly work including consideration of the significance or impact on stakeholders at local, state, regional, national, or international levels. Faculty members should articulate the perceived impact of the work and discuss the overall contribution of individual scholarly efforts to the larger body of scholarship or professional practice within a discipline. Potential venues and means for dissemination may include:

- Publication of articles, critiques, notes, and evaluations in research journals, trade or professional journals.
- Accreditation documents used by governing or professional standard-setting agencies as exemplars. On-line publication of articles, critiques, or educational content materials.
- Presentation of refereed papers, presentations or posters at professional peer or technical meetings.
- Demonstrated application of scholarship in the faculty member's field or discipline which is documented in a project report.
- Funded and unfunded grant and contract applications.
- Creative or innovative work or authorship resulting in patents and licenses, computer software, designs, simulations, multimedia materials, the publication of a textbook, manuscript, professional standard of practice, chapters in edited volumes, or laboratory manual in the related field or discipline.

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## Evaluating Scholarly Activity

The expectation in the College of Education is for faculty to be consistently engaged scholars and that their body of work be balanced and sustained over time. Balanced scholarly activity includes a range of work over time that is **documented, peer-reviewed, and disseminated**. While a record of scholarly activity may include work that varies in the degree to which it meets each of these requirements, the pattern of work over time should demonstrate the ability to meet all three requirements. When the full body of scholarship demonstrates the ability to meet these

standards, it is considered balanced. If one or more standards is less consistently met, the scholarly body of work is considered less balanced.

Faculty members must make evident the balanced nature of their work when seeking tenure and promotion. This means that they provide clear and compelling evidence of the way the scholarship meets the criteria of documentation, peer review, and dissemination. Further, faculty members should articulate the perceived impact of the work and discuss the overall contribution of scholarly efforts to the larger body of scholarship within a discipline.

[See](#) university resources.

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### **Professional Stewardship**

Professional Stewardship, as it counts toward tenure, promotion, annual evaluations, and merit raises, is service that requires faculty members to use their knowledge and experience to enhance the University and/or community. Carol Geary Schneider (1998) asserts that professional stewardship captures the significance of activities that are vital to the health and well-being of universities and that require significant faculty time and the application of faculty knowledge, expertise, or skills.

Activities that illustrate Professional Stewardship require faculty members to be involved in work that goes beyond regular teaching expectations and academic responsibility. Through their work, faculty members create opportunities for new knowledge or services, and/or support and enrich the function of existing organizations on and off campus.

Professional Stewardship develops with experience at the University and is a vital component of the faculty role in the University mission. All faculty members, regardless of rank, participate in Professional Stewardship activities that are reflective of their roles, ranks, and expertise. When providing evidence, faculty should discuss the level of engagement, how expertise was applied, and the significance of the activities. When discussing the various aspects of participation in the University and the profession, it is inevitable that some accomplishments seem to fit under multiple areas of reporting. In such cases, the faculty member must identify the most appropriate single category for reporting.

Examples of Professional Stewardship may include but are not limited to:

- Service or leadership on a committee (typically at the college or university level) that has been shown to be complex in nature, require significant engagement, or demand considerable time \*
- Active participation on community committees, task forces, or similar groups
- Active involvement in efforts to recruit and retain students \*\*

- Active engagement with a campus student group (e.g., duties of a faculty advisor, participation in the design and delivery of programming, consultation related to discipline)
- Application of faculty knowledge or expertise to support university initiatives (e.g., student research activities, service learning opportunities, international experiences, support opportunities)
- Facilitation of professional development or continuing education programs
- Leadership roles in international, national, or regional professional organizations
- Management of external grant programs
- Presentations, workshops, or demonstrations to professional, civic, or community organizations not seen as scholarship
- Program coordination
- Special assignments within the department, college, or university (e.g., fund raising, program evaluation for a grant, student recruitment )

*\*Service on committees usually falls under the category of “academic responsibility.” However, there may be committee service that exceeds the basic responsibilities of professional faculty. Faculty may make a case for including this service as professional stewardship if there is clear evidence that their work and efforts went beyond these basic responsibilities.*

*\*\*Participation in some recruitment activities (Preview Day, First Look Friday, Winthrop Day, etc.) falls under the category of “academic responsibility.” However, there may be examples of recruitment activities that go beyond these minimal expectations. Faculty may make a case for including these kinds of recruitment activities as professional stewardship if there is clear evidence that their work and efforts exceed minimal expectations*

[See](#) university resources.

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## **Academic Responsibility**

Academic Responsibility spans all the traditional areas of faculty evaluation and includes involvement of faculty in ways that support the institutional mission, maintain the functions of the University, and sustain the faculty role in shared governance. All faculty members are expected to be academically responsible to their students and peers as a baseline for service in their academic departments. Faculty members are expected to establish and maintain a consistent record of academic responsibility while at Winthrop.

Academic Responsibility includes, but is not limited to, activities such as: academic registration support, availability to students through multiple platforms (e.g., office hours, emails, assignment feedback), engagement in faculty meetings at all levels, participation in department and college events, participation in university commencements and convocations, professional development that supports improvements in practice (e.g., participation in peer observations, attendance at

professional conferences to explore current research, engaging in sessions through the Teaching and Learning Center), recruitment and retention efforts, and service on committees. Chairs and deans should ensure equitable distribution of assignments among faculty; and faculty should be supported in ways that allow for free exchange of ideas, broad participation, and balanced work expectations.

In addition to activities related to academic responsibility, other professional responsibilities are expected of faculty who hold full-time appointments, regardless of rank. These professional responsibilities are primarily documented through reviews by supervisors and are considered expectations of employment. These responsibilities include adherence to academic policies (e.g., the privacy and confidentiality of student information, intellectual property and copyright, treatment of human subjects in research, final exam schedule, meeting classes at the appointed times, adhering to deadlines for grade submission, submission of midterm grades as requested) and active participation in the collection of assessment data associated with teaching and/or work assignments. Although faculty may not report on these expectations regularly, chairs and deans will address areas of concern through meetings with individual faculty and annual evaluations.

[See](#) university resources.

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### **Procedures and Guidelines for Tenure**

During the sixth year of an eligible faculty member's employment at Winthrop University, a decision is made regarding the granting of tenure; the portfolio is submitted prior to the start of the sixth year. If the faculty member was awarded credit for prior service at the time of hire, the time frame for that faculty member's tenure review is adjusted accordingly. The tenure decision is based on the faculty member's portfolio which includes yearly evaluations of Student Intellectual Development, Scholarly Activity, Professional Stewardship, and Academic Responsibility.

To be granted tenure, a faculty member must provide evidence of effective Student Intellectual Development, Scholarly Activity, and Professional Stewardship. Administrative reviews must also indicate a consistent record of academic responsibility. [See](#) university resources on tenure.

A faculty member should not regard the requirements for promotion to the rank of associate professor as the same as those for the granting of tenure. One need not attain the rank of associate professor to be awarded tenure.

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## Portfolio Preparation

[See](#) university resources for specific guidelines for tenure portfolios can be found online.

A faculty member standing for pre-tenure, tenure, and promotion must submit a portfolio to the department chair/direct supervisor that follows academic unit guidelines and contains all materials indicated below. It is highly recommended that the faculty member present the portfolio in a clear and concise manner using the Interfolio system. The outline provided in the system was created around these guidelines in collaboration with an ad hoc group.

Note: When discussing the various aspects of participation in the University, College, and the profession, it is inevitable that some accomplishments seem to fit under multiple areas of reporting. In such cases, the faculty member must identify the most appropriate single category for reporting. Further, given the growing multidisciplinary nature of academic work, a faculty member may report work outside of the primary disciplinary field when tied to his/her role at the college and or university.

- The cover form in Interfolio includes:
  - Date employed at Winthrop,
  - Rank at original appointment, and
  - Prior service credit granted at employment.
- An application letter which includes an analysis/statement by the candidate explaining how he/she is progressing toward the qualifications of tenure and/or promotion. This letter should provide a concise and integrated summary that highlights the candidate's major accomplishments in the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship.
- A current vita.
- Faculty Annual Review Document
  - Annual evaluation materials should be arranged in chronological order from the time of employment or credited year(s) of service, if applicable, through the current date.
  - Annual evaluation materials should include the annual report, student evaluation data, chair/immediate supervisor evaluations, and dean evaluations.
  - If the faculty member was credited for prior years' service at another institution, annual reports and other supporting materials during those credited years may be included. No materials other than those from Winthrop or from credited prior years' service should be included.
- Each section of the portfolio (Student Intellectual Development, Scholarly Activity, and Professional Stewardship) should include tables outlining activity, a narrative, and pertinent documentation. Example tables are provided by the college. The narrative provides a reflective analysis of the faculty member's work in each of these areas, making a case for how they have met the criteria. Narrative comments should be supported by multiple sources of evidence. Evidence should be organized using the categories in the Interfolio activity. [See](#) university resources.

- Additional supporting documents pertinent to the review.
- A statement of the faculty member's goals and plans for involvement and development over the next six years.
- Faculty standing for tenure may include Pre-tenure review letters from the chair, committee, and dean.

[See](#) university resources.

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## **Application for Tenure**

During the year of consideration for tenure, the faculty member will submit a portfolio through Interfolio to the Department Chair by the due date identified on the Tenure and Promotion Timeline distributed annually by the Vice President for Academic Affairs. Before submitting the portfolio packet, the candidate has the option of working with the Department Chair to receive guidance in preparing relevant documentation. Once the tenure review process begins, the portfolio should not be altered unless the department chair requests new materials from the candidate, but only prior to movement to the unit committee.

The Department Chair forwards the portfolio packet to the departmental Promotion and Tenure Committee for review and recommendation. The committee evaluates the extent to which the faculty member has achieved the tenure criteria for Student Intellectual Development, Scholarly Activity, and Professional Stewardship for the period under review. If the faculty member was credited for prior years' service at another institution, accomplishments during those credited years are considered in the review process. After the departmental Promotion and Tenure Committee completes its work, its recommendation is submitted to the Department Chair by the due date identified on the annual Tenure and Promotion Timeline. The Department Chair evaluates the extent to which the faculty member has achieved the tenure criteria in *Student Intellectual Development, Scholarly Activity, and Professional Stewardship* for the period under review. The Department Chair's evaluation, the portfolio packet, and a report incorporating the determination of the departmental Promotion and Tenure Committee, along with its recommendation, is sent to the dean by the due date identified on the annual Tenure and Promotion Timeline. The dean immediately notifies the College of Education Promotion and Tenure Committee.

The College of Education Promotion and Tenure Committee will evaluate the extent to which the faculty member has achieved the tenure criteria for Student Intellectual Development, Scholarly Activity, and Professional Stewardship for the period under review. The committee is to complete its work and transfer its recommendation and all relevant documentation to the dean by the due date identified on the annual Tenure and Promotion timeline.

Candidates for tenure will be allowed to review the unit committee recommendation and will have an option to respond to that recommendation prior to its consideration by the dean. The



candidate will not see the numerical breakdown of the committee's vote, and candidates will be provided with a copy of the committee letter(s) that redacts committee members' signatures. A candidate who wishes to write a response letter is required to inform the dean in writing of the candidates' intention to respond within 48 hours of receiving the unit committee's letter(s). A candidate will have six business days from the receipt of the unit committee's letter(s) to write and submit a response letter to the dean. Letters received after this time period will not be considered.

The response letter shall not exceed 1000 words. The response letter is to be a direct response to issue(s) raised by the unit committee letter(s) in order to clarify the candidate's original portfolio submission. No evidence of activities completed after the submission of the portfolio is permitted in the candidate's response letter in any circumstances (any evidence of a completed activity must be added to the portfolio prior to the chair's letter being sent to the unit committee). The candidate's response letter must be included with all other evaluation letters.

After careful review of the supporting material provided by the faculty member, the recommendations of any external reviewers, if applicable, the departmental Promotion and Tenure Committee, the department chair, and the College of Education Promotion and Tenure Committee, the dean shall evaluate the extent to which the candidate has achieved the tenure criteria for Student Intellectual Development, Scholarly Activity, and Professional Stewardship during the period under review. The dean will formulate a written recommendation and forward it, along with supporting materials, to the Vice President for Academic Affairs by the due date identified on the annual Tenure and Promotion Timeline. From this point, the evaluation for tenure continues as specified in the Winthrop University Faculty Manual.

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### **Credit toward Probationary Period**

The awarding of tenure to a tenure track faculty member will be based on the expectations described in this document. Beginning with a tenure track appointment as an Assistant Professor or higher rank, the probationary period will not exceed six years, including credit for prior service. During the probationary period, a tenure track faculty member will have the same academic freedom as other members of the faculty.

At the time a tenure track appointment is made, credit for prior service may be given toward the probationary period for tenure. The number of years of prior service credited toward the six years of probationary service will be stated in the Reasons/Remarks section of the Personnel Action Form. Policies for awarding credit are:

- Credit may be given for prior service as a temporary faculty member at Winthrop University if the appointment is changed from restricted to regular service.
- Credit may be given for prior full-time academic service at another institution of higher learning at the rank of Assistant Professor or above.

- Credit may be given for prior professional service, other than teaching at another institution of higher learning, when such service is related to the faculty member's appointment at Winthrop.
- Credit will not exceed 3 years except in unusual circumstances.
- In determining the amount of prior service to be credited to a faculty member, no credit shall be given for summer school teaching at Winthrop or elsewhere.

During the probationary period, a faculty member may be granted leaves of absence. Typically the time spent in a leave of absence granted for medical or administrative reasons will not be counted toward the probationary period although this may be negotiated. The time spent in a scholarly leave of absence, as determined by the Vice President for Academic Affairs, for one year or less will count as part of the probationary period.

[See](#) university resources.

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### **Pre-Tenure Review**

Each year during the probationary period, formative feedback is provided to each faculty member through the annual reporting process. The faculty member's performance is carefully reviewed by the department chair and the dean, each preparing a report addressed to the faculty member. At the end of the annual reporting process, the department chair shall discuss the written reviews with the faculty member, stating clearly and explicitly how well the faculty member is progressing in the areas of Student Intellectual Development, Scholarly Activity, Professional Stewardship, and Academic Responsibility. The department chair shall also discuss the faculty member's progress and what might be done to better meet the criteria for granting tenure.

Pre-tenure review is conducted in the third year of employment for faculty members hired with no credit for prior service. For faculty hired with one or two years' credit toward tenure, the review will take place in the second year of employment at Winthrop. If a faculty member is hired with three years' credit toward tenure, a pre-tenure review will not be conducted unless the review is requested by the faculty member.

During the pre-tenure review process, the faculty member will submit a portfolio following the [Portfolio Preparation](#) guidelines outlined above. The department chair shall review the faculty member's credentials in terms of achievement in the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship and prepare a written report addressed to the faculty member. The COE Promotion and Tenure Committee will then conduct an independent review (without access to the chair's report), assess the degree to which the faculty member is making progress toward tenure, and prepare a written report addressed to the faculty member. Both the department chair and committee reports are submitted to the dean who then reviews those findings and the faculty member's portfolio, then prepares a letter to the faculty member

that summarizes the findings. The dean and department chair then meet with the faculty member to review the findings. Copies of the chair and committee reports and the dean's letter are provided to the faculty member. Copies of the reports and dean's letter are maintained in both the department files and the faculty member's personnel file in the dean's office.

The general timeline for the pre-tenure review process:

- |             |  |
|-------------|--|
| February 15 | The portfolio is submitted for review by the faculty member to the department chair.   |
| March 15    | The department chair's report and the faculty member's portfolio are forwarded to the dean; the dean notifies the chair of the College of Education Promotion and Tenure Committee that the portfolio is available for committee review. |
| April 15    | The College Promotion and Tenure Committee forwards its written report to the dean.  |
| May 1-15    | The dean and department chair meet with the faculty member to discuss the findings and recommendations.  |

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### **Post-Tenure Review**

A post-tenure review process was first established at Winthrop in response to South Carolina Performance Funding legislation, Act 359 (1996). This state mandate requires that public institutions of higher education include in their faculty performance review systems periodic peer evaluation of tenured faculty members. In line with the AAUP's definition, the Post-Tenure Review Process at Winthrop is a system focused on sustaining faculty development beyond the point at which tenure is granted. Therefore, the process is focused on sustaining faculty involvement in all aspects of the University and providing support for all faculty members as identified through the review process.

All tenured faculty will participate in post-tenure review every six years—that is, six years after the year in which their tenure was effective, a post-tenure review was conducted, or a promotion was awarded. To receive a Satisfactory post-tenure evaluation, the tenured faculty member should provide evidence of continuing commitment to discharging academic duties conscientiously and with professional competence since the initial tenure decision, promotion or previous post-tenure review. This evidence should be provided in a Post-tenure Review Portfolio that includes the following:

- A statement from the faculty member outlining work and development in the areas of Student Intellectual Development, Scholarly Activity, Professional Stewardship, and academic responsibility since the last tenure, promotion, or post-tenure review. Each

category should include tables or lists clearly outlining activities. The faculty member is encouraged to describe any noteworthy accomplishments and to describe activity where the impact or time needed may not be apparent to reviewers.

- A statement of the faculty member's goals and plans for involvement and development over the next six years.
- Annual reports from all years since last review (including student evaluation data, chair/immediate supervisor evaluations, and dean evaluations).
- Peer evaluations, if available.
- Current vitae.
- Information about the outcomes of any sabbatical leaves awarded during the six-year, post-tenure review period, if applicable.
- Supporting documents pertinent to the review.

[See](#) the university policy.

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## Procedures and Guidelines for Promotion

When interpreting and applying the criteria for promotion, the Richard W. Riley College of Education will follow these precepts:

- A portfolio containing the cumulative record of the faculty member under consideration for promotion will be evaluated under three broad areas of performance: Student Intellectual Development, Scholarly Activity, and Professional Stewardship. For promotion, the faculty member should demonstrate maturity and leadership in these areas, as appropriate for the rank. Student Intellectual Development is highest among the criteria and proficiency in this area is requisite for promotion.
- A faculty member's fulfillment of academic responsibilities, as assessed by the department chair and dean, and commitment to the continuing operation of Winthrop University and the Richard W. Riley College of Education and to the growth and progress of the wider professional community is important and will be considered in promotion decisions.
- For promotion to associate rank, faculty are expected to:
  - Demonstrate *advanced skill* in the area of Student Intellectual Development.
  - Present a portfolio of Scholarly Activity *at appropriate levels* according to the University's expectations for the rank and *evidence of a commitment* to exploration, creativity, and/or change.
  - Demonstrate *involvement in activities* identified as Professional Stewardship with the *potential for continued involvement*.
- For promotion to professor rank, faculty are expected to:
  - Demonstrate *noteworthy* accomplishments and sustained excellence in the area of Student Intellectual Development while demonstrating *ongoing* reflection, renewal, and development.

- Present a portfolio that demonstrates a *sustained* record of Scholarly Activity at appropriate levels according to the University's expectations for the rank and evidence of *continuing* commitment to exploration, creativity, and/or change.
- Demonstrate a *continued commitment* to the University through *engagement in a variety of activities* identified as Professional Stewardship.
- The portfolio should follow the *Portfolio Preparation* guidelines outlined above in the Procedures and Guidelines for Tenure section of this document.
- If applying for tenure during the same year as applying for promotion, a separate application letter for promotion should be provided. The application for promotion letter should provide a concise and integrated summary that highlights the candidate's major accomplishments in the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship based on expectations for the rank.
- If the faculty member seeks promotion to full professor rank, the review considers all accomplishments since the last promotion.

[See](#) university resources.

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### **Procedures for Promotion**

When applying for promotion, faculty members are required to prepare and present a portfolio of work that demonstrates maturity and leadership in the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship, as well as the fulfillment of academic responsibility. This will include documentation of faculty accomplishments accumulated and reviewed through the annual report process. See portfolio criteria in the Procedures and Guidelines for Tenure section.

In the areas of Student Intellectual Development, Scholarly Activity, and Professional Stewardship, faculty will provide evidence and reflection to demonstrate their level of engagement, their achievements, and the impact of their efforts. When discussing the various aspects of participation in the University, College, and the profession, it is inevitable that some accomplishments will seem to fit under multiple areas of reporting. In such cases, the faculty member must identify the most appropriate single category for reporting. Further, given the growing multidisciplinary nature of academic work, a faculty member may report work outside of the primary disciplinary field when tied to his/her role at the college and or university.

The Department Chair sends a promotion review form to each faculty member who has expressed an interest in promotion by the due date identified on the annual Tenure and Promotion Timeline distributed by the chief academic officer or designee.

The faculty member requesting consideration for promotion during the year will submit a portfolio packet through Interfolio to the Department Chair by the due date identified on the annual Tenure and Promotion Timeline distributed by the chief academic officer or designee.

The Department Chair convenes the departmental Promotion and Tenure Committee and forwards the portfolio packet for review and recommendation. The committee evaluates the extent to which the faculty member has achieved the criteria for promotion. While preparing the portfolio, the candidate has the option of working with the Department Chair to receive guidance. Once the tenure review process begins, the portfolio should not be altered unless the department chair requests new materials from the candidate, but only prior to movement to the unit committee. The departmental Promotion and Tenure Committee should complete its work and transfer its recommendation to the Department Chair by the due date identified on the annual Tenure and Promotion Timeline.

The Department Chair evaluates the extent to which the faculty member has achieved the criteria for promotion. The resultant written evaluation, the promotion packet, and a report incorporating the determination of the departmental Promotion and Tenure Committee along with its recommendation is sent to the dean by the due date identified on the annual Tenure and Promotion Timelines. The dean then notifies the College of Education Promotion and Tenure Committee.

The College of Education Promotion and Tenure Committee evaluates the extent to which the faculty member has achieved the promotion criteria for Student Intellectual Development, Scholarly Activity, and Professional Stewardship. The committee will complete its work and transfer its recommendation and all other relevant documentation to the dean by the due date identified on the annual Tenure and Promotion Timeline.

Candidates for promotion will be allowed to review the unit committee recommendation and will have an option to respond to that recommendation prior to its consideration by the dean. The candidate will not see the numerical breakdown of the committee's vote, and candidates will be provided with a copy of the committee letter(s) that redacts committee members' signatures. A candidate who wishes to write a response letter is required to inform the dean in writing of the candidates' intention to respond within 48 hours of receiving the unit committee's letter(s). A candidate will have six business days from the receipt of the unit committee's letter(s) to write and submit a response letter to the dean. Letters received after this time period will not be considered.

The response letter shall not exceed 1000 words. The response letter is to be a direct response to issue(s) raised by the unit committee letter(s) in order to clarify the candidate's original portfolio submission. No evidence of activities completed after the submission of the portfolio is permitted in the candidate's response letter in any circumstances (any evidence of a completed activity must be added to the portfolio prior to the chair's letter being sent to the unit committee). The candidate's response letter must be included with all other evaluation letters.

The dean evaluates the extent to which the faculty member has achieved the promotion criteria for Student Intellectual Development, Scholarly Activity, and Professional Stewardship and prepares a recommendation before the due date identified on the annual Tenure and Promotion Timeline. The dean's recommendation and all materials are submitted to the Chief Academic

Officer. At this point, the dean notifies the candidate of the recommendation and discusses with the faculty member strengths and weaknesses identified in the review process. Also, at this point, the candidate may choose to withdraw the promotion application.

[See](#) university resources.

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## **Emeriti Faculty**

In recognition of faithful service, Winthrop University confers the title of Emeritus on those assistant professors, associate professors, and professors who, at the time of their retirement from the University, were serving in that capacity, and who had a minimum of ten years of service at Winthrop.

Various privileges may be extended to the Emeriti faculty upon retirement, including the use of on-campus parking space, the use of the library, the privilege of purchasing Fine Arts Series tickets at faculty rates, attendance at the Faculty Conference as a non-voting member, an Internet account, and the use of University recreational facilities. The emeriti faculty of the Richard W. Riley College of Education are listed below.

Dr. John Gallien (1966-1994)	Ms. Jane Grier Bell (1960-1988)
Dr. Mary Roland Griffin (1966-1994)	Dr. Patricia R. McClendon (1966-1988)
Dr. Robert Braswell (1970-1995)	Ms. E. Ann Chambers (1958-1991)
Dr. Nell Braswell (1971-1997)	Dr. Margaret Arko (1973-1997)
Dr. Martha Sue Taylor (1965-2000)	Dr. Ann Lister (1974-1998)
Dr. Bennie Coxton (1985-2000)	Dr. Rosemary Althouse (1957-1998)
Dr. John Anfin (1974-2000)	Dr. Betty McClaskey Hauser (1982-1991)
Dr. Maeberta Bobb (1972-2001)	Dr. Mary Wiley Ford (1960-1992)
Dr. George Robinson (1973-2001)	Ms. Sue Smith-Rex (1981-2002)
Dr. Joyce Veale-Goodwin (1958-2001)	Dr. Bessie Moody-Lawrence (1973-2004)
Dr. Michael Griffin (1980-2001)	Dr. Betty Lou Land (1975-2006)
Dr. John Reynolds (1981-2001)	Dr. Everett Stallings (1976-2006)
Dr. Susanna Duckworth (1972-2002)	Dr. Carol Anfin (1974-2007)
Dr. Terry Norton (1981-2008)	Dr. Sue Peck (1986-2008)
Dr. Johnny Sanders (1974-2008)	Dr. Richard Ingram (1981-2009)
Dr. Patricia L. Graham (1984-2012)	Dr. Danne Kasperek (2000-2013)
Dr. Susan Green (2000-2013)	Dr. Jonatha Vare (1992-2014)
Dr. Rebecca Evers (1995-2015)	Dr. Mark Mitchell (2005-2015)
Dr. Charlie Bowers (1981-2016)	Ms. Mary Watson (1983-2016)
Dr. Mark Dewalt (1996-2016)	Dr. Caroline Everington (2000-2016)
Dr. Carol Marchel (2003-2017)	Dr. Mary Martin (2005-2018)
Ms. Mary Chamberlain (1986-2018)	Dr. Sue Spencer (2001-2018)

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Dr. Linda Pickett (2006-2020)

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## Evaluation of Faculty Performance

As part of the faculty evaluation process, department chairs are to observe all probationary, restricted, and adjunct faculty each semester and provide them with written feedback. Chairs can ask program coordinators or other well-qualified faculty members in the department to assist with adjunct faculty observations; however, the chair should conduct the initial observation and periodically observe the adjunct faculty. All faculty who are observed should receive written feedback. If a faculty member assists in the process, the department chair should receive a copy of the feedback letter soon after the observation occurs. Tenured faculty are not observed by the chair unless requested by the faculty member, which could be the case especially when preparing for a promotion.

The department chair and Basic Instruction (physical activity) Coordinator share responsibility for the hiring and evaluation of BI adjunct instructors. All new BI instructors should be observed and provided feedback, also in writing, and provided feedback with follow-up observations on a regular basis as determined by the BI Coordinator and chair. Long-standing and effective BI instructors may be exempt from observations.

Faculty are strongly encouraged to arrange for peer observations and input for improvement of their instruction. Probationary faculty are expected to have at least one peer observation each fall and spring; peer observers should provide informative, constructive feedback in writing to the faculty member. Tenured faculty members seeking promotion are encouraged to participate in peer observations as well and include the written documentation in their promotion portfolios. Faculty whose teaching is reviewed through peer observations may decide whether or not to use that documentation in annual reports or promotion and/or tenure portfolios; however, for their benefit, the faculty should indicate in their annual reports that peer observations were conducted and denote the date, course, and peer observer in their reports.

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## Annual Report

Each full-time faculty member is required to submit an annual report using Faculty180 (accessible through Wingspan with the faculty member's Winthrop user name/password). Faculty are encouraged to record information throughout the year as courses conclude and as scholarship activity, stewardship, and academic responsibilities occur. Faculty members can use the editing features directly in the Faculty180 system to edit the annual report and submit as directed electronically by the faculty annual report deadline of February 15 (for prior calendar year reporting period). Department chairs will respond to reports using the Faculty180 product as directed.



For complete information, refer to the [Evaluation of Faculty Performance](#) section of the University Policy Repository. [See](#) college specific video support.

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## **Procedures for Assessment of Teaching**

### Student Assessment of Teaching

*Procedures for Implementation:* All regularly scheduled courses (excluding field experiences) will be subject to evaluation. Evaluations will be conducted electronically utilizing Blackboard and other programs as needed.

*Scope of Evaluation:* Tenured, probationary, restricted, and part-time faculty must have every class assessed, every semester, including summer courses.

*Distribution of Results:* Quantifiable data will be calculated using means and/or percentages and compared to departmental and college means and/or percentages. After the deadline for final grades, these data will be made available to the Department Chair and Dean in a secure network drive for distribution to individual faculty from the department chair/designee.

*Use of Results:* The main intent of these assessments is to assist the faculty member in improving teaching. These assessments provide one aspect of the overall evaluation of the faculty member's teaching. These reports should be used as one part of the evidence needed for promotion and tenure, as well as the annual report.

*Best Practices:* To improve response rate, consider the following practices:

- Use class time to complete evaluations.
- Emphasize importance and use of feedback.
- If class time is not used, send reminders to class list.

### Peer Reviews

Peer review of teaching is strongly encouraged. In this form of review, faculty invite respected colleagues to review their instruction. Peer reviews are best done when the reviewer has access to the syllabi, tests, and samples of graded assignments. A written record will help document the peer review, and a written response will indicate how the peer review was received.

It is suggested that each probationary and restricted faculty member have a minimum of two peer reviews each semester. Tenured faculty are encouraged to have at least one peer review each year.

### Department Chair Review

One of the major responsibilities of our Department Chairs is to assist the faculty with excellence in teaching. Chairs will evaluate each member's teaching contributions as a part of the annual report. The faculty member should arrange with his/her Chair for an in-class visit and review of their syllabi, assignments, examinations, and readings. All probationary, restricted, and adjunct faculty should be reviewed each semester by the Chair. All tenured faculty should be reviewed annually.

### Self-Analysis

Self-analysis of teaching provides the opportunity to reflect on performance and student outcomes, as well as to consider the comments of students, peers, and the Chair. Self-analysis may take many different forms, but is documented annually through the annual report process and at the time of tenure or promotion reviews.

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COLLEGE OF EDUCATION  
STUDENT ASSESSMENT OF COURSE AND INSTRUCTOR

The goal of student assessment of teaching is to provide faculty and those reviewing instruction with objective feedback that will help achieve, maintain, and recognize excellence in teaching. Your thoughtful responses to these items will provide information in meeting this goal. All answers are anonymous, and results of the survey are distributed to faculty **only** after final course grades have been submitted.

**Instructions:**

For each statement, indicate the extent to which you believe your instructor in this course possessed the characteristic or performed the activity described in that statement. Please refer to the definitions of the underlined terms provided below that are referenced several times in the evaluation.

Key Words	Operational Definition
Assessment/Assignment	Includes the variety of methods used to determine what students know and are able to do before, during, or after instruction (Green & Johnson, 2010, p.14).  Examples: reports, projects, quizzes, exams, presentations, etc.
Higher-Order Thinking/Thinking Critically	Required analysis, synthesis, or evaluation skills to solve problems in the content area.
Active Participation	Students were actively engaged and showed interest in the lesson activities.

**INSTRUCTION**

1. The instructor was knowledgeable about the subject matter of the course.
2. The instructor set high expectations for student learning.
3. The instructor managed student behavior appropriately.
4. Relevant course materials were used and organized in a manner that promoted student learning and fostered discussions.
5. The course included opportunities for students' active participation.
6. The pacing of instruction supported student learning.
7. The course content challenged me to think critically and the instructor stimulated further thinking about the course content.

**COMMUNICATION**

8. A course syllabus containing clearly stated goals or objectives, requirements, due dates, assignments, and a grading system was distributed. The instructor provided information concerning his/her office location, phone number, email address, and availability.
9. The instructor was willing to help students learn.

10. The instructor was responsive to students' questions, ideas, and/or concerns.
11. The instructor treated students with respect.
12. The instructor was available outside of class and responded to inquiries in a timely manner.

#### **ASSESSMENT**

13. The instructor used more than one kind of assessment/assignment to evaluate relevant course objectives.
14. Assessments/Assignments were graded and returned within fourteen days of submission.
15. The instructor provided constructive feedback on assessments/assignments when appropriate.
16. Grading of assessments/assignments followed prescribed guidelines.
17. Assessments/Assignments required higher-order thinking.
18. List below several specific things you liked about this course and/or the instructor.
19. List below several specific recommendations for improving this course or the instructor's teaching.

**Respond to the below four questions ONLY if you are completing this evaluation for a PESH laboratory course:**

20. Laboratory activities/tasks enhanced understanding of the information in the co-requisite lecture course.
21. Laboratory setting, material, and equipment were satisfactory.
22. The instructor was well-prepared for lab and started on time.
23. The instructor circulated throughout the laboratory and gave appropriate feedback and encouragement to students.

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## Faculty Professional Development

Faculty professional development is an on-going process that is informed by strategic planning and analysis of data from internal and external sources, including faculty annual evaluations, candidate performance, contemporary policy and research in the discipline, and local and national needs related to the various fields represented in the college. Goals for professional development are established through college leadership (the Dean and Dean's Council), academic programs, and faculty committees. Whenever possible, the educator preparation programs engage in joint professional development with the COE Partnership Network Schools. These initiatives are facilitated through the Winthrop University-School Partnership Network and the Rex Institute for Educational Renewal and Partnerships.

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### Support for Faculty Professional Development

Support for faculty development comes from a variety of sources. One of the primary funding sources is the University. Professional development funds are allocated to the college annually. The College provides funds for each faculty member to purchase instructional materials through the ITC annually. (See [Instructional Technology Individual Allotment](#)). Additional support for individual and group professional development is provided through college and departmental discretionary funds and grants. Two foundations, The Tolbert Faculty Development Fund and the Helen Abell Faculty-Student Collaboration Fund, are available to teacher education faculty. The university provides on-going professional development for teaching through [The Center for Professional Excellence](#) and for research through [Faculty Research Council Grants](#) housed in the [Grants and Sponsored Research Development](#) (GSRD) office.

### Guidelines for the Disbursement of Faculty Development Travel Monies

Each eligible full-time faculty member will receive funding to support presentations and other significant stewardship activity at professional conferences and meetings. The funded amount for approved proposals depends on available monies, but no single eligible faculty member may be funded at more than \$1200 in an academic year. Available monies will be determined annually by the dean; each eligible full-time faculty member will have access to an equal share of the total monies available from the College of Education.

### Eligibility

Full time, tenure-track faculty who hold membership in the Riley College of Education Faculty Assembly are eligible for general faculty development funds (excluding department chairs and other administrative positions). Full-time, non-tenure-track faculty who hold membership in the College are also eligible for general faculty development funds, but at a lower funding rate as determined at the beginning of each academic funding cycle.

Faculty need to be presenting or providing significant stewardship at a conference in order to receive Faculty Development Professional Travel funding. If the original conference proposal is not accepted, funds may be assigned to support an alternate endeavor, provided it meets the criteria and is approved by the chair.

#### Fund Distribution Procedure

- Any eligible full-time faculty member who does **not** intend to request travel funds in a particular academic year must notify the chair by September 1st of that academic year.
- Available monies will be calculated each academic year by the dean, and amounts available for individual distribution announced by September 15th.
- Travel authorizations for use of funds will be accepted by chairs in an ongoing manner throughout the academic year, until an individual has used the entire allotment for that academic year. Faculty may use funds to support multiple activities/conferences, but may not exceed the total award amount. Any funded travel must meet the eligibility criteria for faculty development monies.
- Faculty members are responsible for submitting Travel Authorization forms to their chairs at least 10 days prior to any conference travel; and Travel Reimbursement forms must be submitted to chairs within 30 days of travel, or to the COE Budget Analyst in the case of summer travel.
- Faculty must use funds for the activity/conference designated when the chair approves an allocation, based on the faculty member's submitted travel authorization. If a faculty member desires to switch a conference or make any other change from the stated use of the funds, he/she must submit a new travel authorization to their department chair.

#### Funding Policies

- Funds for travel must be spent in accordance with the policies and rules of the state of South Carolina, which govern travel for official business.
- Any Travel Authorization Form denied by a chair may be appealed to the Dean of the College of Education.
- Reimbursement for funds must be requested within 30 days of travel or completion of the funded activity. Travel Reimbursements must include **all** expenses related to the activity, to include any pre-paid expenses.
- Funds for meals are limited to the state per diem rate. Food for groups of participants will not be funded.
- Funds for the approved budget must be expended in the appropriate categories as indicated on the travel authorization form. The chair must approve any changes prior to any expenditure of funds.
- Awards must be encumbered by March 30th of each year and monies spent by June 1st.

## Expectations

It is expected that faculty who receive funding from the College of Education will report activities supported by this funding in annual reports and promotion, tenure, and post-tenure documents.

## **Instructional Technology Individual Allotment**

Each COE faculty member (all full-time tenure-track and non-tenure track faculty) is provided credit for instructional materials and supply purchases in the Instructional Technology Center (typically \$50/year but dependent on available funds each year). This credit is not transferable and does not accumulate from one semester or academic year to the next.

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## **Faculty Development Funds**

When available the Dean will allocate funds from a variety foundation accounts. The Faculty Development Committee will announce available funds and timelines for applications. All funds awarded must be spent by the close of the fiscal year (June 30).

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- Rochester Institute of Technology (2003). *Scholarship policy*. Retrieved from <https://www.rit.edu/cast/scholarship-approach>.

## General College, Classroom, and Course Information

### Absence from Work Duties

When possible, non-administrative faculty should notify their department chair in advance when they will be absent from work for three or more days (**NOT** for approved travel). Faculty have a responsibility to help create a smooth transition during their absence so that instruction and service to both students and the college/university will continue in an uninterrupted manner. Except in cases of emergency, the [Request for Absence From Duties form](#) located in the forms section of faculty resources, should be completed and submitted to the department chair as far in advance as possible. When absence is due to illness, death in the family, or jury duty, leave should be reported through wingspan.

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### Business Cards

To assist the faculty with off-campus and professional contacts, faculty may order business cards, printed by the University's printing services. To request business cards, contact the Department Chair.

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### Cancellation of Classes

As a general policy, Richard W. Riley College of Education classes are not cancelled except in emergency circumstances. Provisions for classes must be made if the faculty member has to be away during a regularly scheduled class meeting. Appropriate accommodations must be made when the faculty member is absent. Generally, using guest lectures to meet the course objectives is an appropriate accommodation. **In all circumstances, the Department Chair should be notified if the faculty member is not going to be present during a regularly scheduled class meeting.** For additional information review [Inclement Weather](#).

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### Center for Career Development and Internships

Career Development Services for students may be found at [Center for Career Development and Internships](#).

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## Computer Usage

Complete policies and guidelines are located on the [Computing and Information Technology](#) website.

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## Consulting and Outside Employment

Faculty must abide by Winthrop University's policy for [Outside Employment for Faculty Members \(including Consulting\)](#). This policy requires that faculty submit a "Request for Approval of Consulting or Outside Employment" form prior to accepting or beginning any outside or consulting work. Approval must be granted by the faculty member's department chair and dean, and in some cases, by the Provost and/or President. If the faculty member will be absent from campus during the normal working period, that information must be included on the request for approval form. Winthrop travel policies apply to consulting and outside employment. Additionally, the South Carolina Ethics Act prohibits a faculty member's use of public materials, personnel, and equipment for private economic benefit.

University resources should not be used in outside employment activities. In consulting activities, incidental use of university resources is acceptable when approved in advance.

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## Copyright

Complete information is located in the [Copyright Policy](#) section of the Winthrop University Policies website.

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## Counseling Services

Complete information may be reviewed at the Winthrop University [Health and Counseling Services](#) website.

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## Course Syllabi

For the University policy on syllabi, review the [Syllabus](#) section of the University Policy Repository. See the [college expectations for syllabi](#).

Faculty are responsible for developing a syllabus for each course. Course syllabi are submitted to the department chair no later than the end of the first week of class each semester.

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## Curriculum Action Procedures

The University has established [resources and policies](#) for new and revised degree programs, options, and off-site offering. Information on the [use of the curriculum action system](#) are available from Records and Registration. Internal curriculum approval processes must be completed prior to submission of the program to the Commission on Higher Education (CHE). Initial licensure teacher preparation programs must also be approved by the South Carolina Department of Education.

### New Programs

Programs are offerings which lead to the conferral of a degree or the establishment of any administrative unit such as an institute or research center engaged in research, public service or instruction. (For full definitions, see [CHE Policies and Procedures](#).)

### Program Modifications

After Board of Trustees approval, the CHE expects to review program modifications such as the extension or transfer of a program to another site, the addition of new concentrations within a major, the elimination of majors or concentrations, consolidation of majors, and substantive modifications of majors or concentrations. (See [CHE Policies and Procedures](#)). In planning program modifications or new programs see the [Winthrop University Substantive Change Policy](#).

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## Dacus Library

For complete information, review the Winthrop University [Dacus Library](#) website.

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## Employee Assistance Program

Faculty have access to a variety of support programs through an online private service. See more information on the [Employee Assistance Program](#) through the Human Resources information.

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## Employment Exit

Upon resignation or retirement, exiting full-time faculty will be e-mailed an Employment Exit form by the Dean or Executive Support Specialist. The form includes a checklist of exit tasks and asks for a forwarding e-mail and mailing address.

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## Etiquette for College of Education Classrooms

The College of Education is responsible for classroom spaces in Withers and the West Center. Classrooms are teaching spaces that are shared with people inside and outside of the College of Education. Because spaces are shared, often with little time between classes, it is important that you leave the room in good teaching order for the next person using the room. You should use common courtesy to help guide you, namely, leave the room in the way that you would want to find it when you walk into the room. You should make sure that your students understand this as well, and encourage or require them to participate in making sure the room is ready for the next class. Some College of education classrooms have specialized hardware that requires special attention and not all classrooms have the same set up. The guidelines below are considered part of your responsibility as a faculty member teaching in a College of Education classroom.

1. Close any open windows when you leave the room.
2. Erase all large whiteboards so that they are clear for the next class. NOTE: Do not use any chemical cleaners on the white boards. If they require a deep clean, contact the Instructional Technology Center ([itc@winthrop.edu](mailto:itc@winthrop.edu); 803-323-2136).
3. Clean and hang all small whiteboards on the ends of the table where applicable.
4. Do not write on the SMART board screens. Even with dry erase markers. These boards have a matte finish with tiny dimples to allow for glare free projection. When you write on these boards, marker dust gets caught in these dimples. Over time, the boards will look dull and smeared. If you need to write on the boards, you can use the digital ink software in the SMART software. One of the Instructional Technology Center GA's can help you with that.
5. Do not disconnect any cables. If you need connection help, contact the Instructional Technology Center ([itc@winthrop.edu](mailto:itc@winthrop.edu)) (803-323-2136).
6. Log out of the computer(s), turn off the projector(s), and check for removable media such as flash drives.
7. Return all SMART pens to their proper location.
8. If you used the rechargeable SMART pens, return them to the box and make sure they are plugged in and charging.
9. Make sure that chairs are pushed back to the tables.
10. Students should not eat or drink in the classrooms and faculty need to help enforce that rule. However, check for bottles, cans and trash in the room after class and have students take them with them. For complete information review the [Food and Drinks in Classroom](#) section of the University Policy Repository.

11. Lock the door when you leave and turn out the lights. NOTE: If you are teaching in the computer labs, leave one row of lights on. The security cameras need the light.
12. Technology problems and issues should be reported to the Director of the Instructional Technology Center ([itc@winthrop.edu](mailto:itc@winthrop.edu)) (803-323-2136).
13. Facilities issues should be reported to the Facilities Manager in the dean's Office (803-323-2151).
14. Found items in Withers should be turned in to Withers 106. Found items in the West Center should be turned into the main service desk. Unclaimed items may be sent to lost and found with campus police.

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### **Final Exams**

For both undergraduate and graduate final examination procedures, review the [Final Examinations](#) section of the University Policy Repository.

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### **Grades and Grading**

Winthrop University grading policies are located in the [Evaluation and Grading](#) section of the University Policy Repository. For students receiving a grade of "incomplete", the [Incomplete Grade form](#) must be completed, signed, and maintained by the office of the department chair in which the course is taught. Grades should be kept for one year after the course is completed.

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### **Grants**

Grant proposals are generally faculty initiated in the Richard W. Riley College of Education. Any faculty member wishing to write and submit a grant proposal should work closely with the Department Chair, the Senior Associate to the Dean, and the University's Grants and Sponsored Research Development Office. The Grants and Sponsored Research Development Office will provide editing services, assist in budget preparation, inform proper administration officials, and obtain necessary signatures. For educator preparation related grants, final proposals should be submitted to the Senior Associate to the Dean ten days before the submission deadline as the Grants and Sponsored Research Development Office must have the proposal one week before the deadline. Proposals that are not educator preparation related should be submitted directly to the College of Education Dean at least ten days before the Grants and Sponsored Research Development submission deadline. Initial proposal drafts should be submitted to that office for input early in the process. Additional information and forms are located on the [Grants and Sponsored Research Development Office](#) (GSRD) website.

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## Identification (ID) Cards

Identification (ID) cards are created in the Technology Services Office located in the ground level of McBryde Hall. Every Winthrop employee receives one ID card for free. A \$10 replacement fee will be charged for subsequent lost or stolen cards. Damaged or defective cards are replaced for free but must be turned in.

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## Keys

Faculty are assigned keys to their office space. Keys are requested through the Department Chair or the departmental Administrative Specialist. Offices will be assigned by the Department Chair, who will notify the COE Dean's Executive Support Specialist and the COE Facilities Manager. All Withers keys will be signed out to the faculty member by the COE Facilities Manager located in 106 Withers/WTS. Areas in the West Center secure keys through the Office of Recreational Services. Keys will open the faculty member's office, as well as the department's office door. A sub-master key is located in each department office, enabling faculty to enter other instructional space as needed. **For security, all Withers/WTS classroom doors should be locked by faculty at the end of class.**

When employment at the University ends, all keys must be turned in to the COE Facilities Manager, no later than the last day of employment. Keys are the property of the State of South Carolina and must not be duplicated. If key(s) are lost, contact the Department Chair immediately.

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## Leave

Faculty typically do not earn annual leave, but do earn sick leave. All policies related to leave are housed in the [Human Resources information](#) area of the website. Employees should log in to their wingspan account and record absences directly on their account. Also see university [policy on sick leave](#) and COE [Absence from Duties Form](#).

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## Non-Discrimination and Anti-Harassment

See the [Non-Discrimination and Anti-Harassment Policy](#) in the University Policy Repository.

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## Parking

Traffic and parking information and other useful information can be found in the [Traffic and Parking](#) in the University Policy Repository or [Campus Police](#).

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## Proctors for Testing

Faculty who find it necessary, in an emergency, to use a graduate assistant to proctor exams should contact the Department Chair for assistance. Proctors should not be used during the final exam.

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## Professional Dispositions and Skills

Professional dispositions are attitudes, values, and beliefs that are demonstrated through verbal and non-verbal behaviors as professionals interact with students, clients, colleagues, families, and communities. Graduates of the College of Education are expected to uphold the highest standards of the profession as they relate to other professionals and the constituents they serve.

The College of Education uses a proactive and preventative approach that is designed to assist students in developing more effective skills. The approach involves two tiers. Tier I involves formative feedback and is designed to improve student awareness of professional behaviors. Tier I uses the PDSA (Professional Dispositions Student Assessment). Tier II involves a structured intervention that is designed to improve targeted skills. Tier II involves the Professional Dispositions and Skills Concerns Intervention Form.

Tier I - Formative Feedback

[PDSA \(Professional Dispositions Student Assessment\)](#) - (pdf 33.5kb)

[PDSA Procedures](#) - (pdf 123kb)

[PDSA Resources](#)

Tier II - Skill Building Intervention

[Professional Dispositions and Skills Intervention Procedures](#) - (pdf 86.1kb)

[Professional Dispositions and Skills Intervention Form](#) - (pdf)

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## Purchases

For purchasing and policy information, review the [Procurement Services](#) website. Original receipts must be attached to the College of Education Procurement Justification form and signed by the appropriate supervisor and college administrator.

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## Recreational Facilities

See [Recreational Facilities](#) and visit the Community and Visitors section.

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## Sabbatical Leave

[Sabbatical leave](#) may be granted by the President of the University to a member of the faculty who holds the rank of Associate Professor or Professor as recognition of excellence in student intellectual development, academic responsibility, and scholarly achievement. College of Education faculty are expected to discuss plans to apply for sabbatical with the Department Chair and Dean prior to developing the application for sabbatical leave. Application portfolios are submitted in Interfolio following the annual University established schedule.

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## Space Usage

For complete information on space usage refer to the [Space Use Policy](#) within the University Policy Repository.

Space is available for faculty and staff to schedule special events and/or meetings. Note, some areas have specific regulations. A [Space Request](#) application should be completed online for Plowden Auditorium, Withers 401 and any classroom(s) for one-time special use (NOT for your normal classroom meeting space). These should be completed at least 10 days in advance and assistance from your departmental administrative specialist is available to assist faculty. To reserve a conference room contact your departmental administrative specialist for assistance. For the two first floor Withers conference rooms contact the Deans office. For the Polly Ford Conference Room located in the West Center, contact the Office of Recreational Services. The PESH departmental administrative specialist is available should you need assistance. To reserve a Computer Lab, check the specific Academic Computer Lab calendar for availability. **NOTE:** The desired lab calendar will need to be added one time to your outlook calendar by utilizing the following steps: open your personal outlook calendar, choose open calendar from top menu bar, select room list, choose your desired lab. Once availability has been confirmed, email the help

desk at [servicedesk@winthrop.edu](mailto:servicedesk@winthrop.edu) to request a reservation for a lab. Be sure to tell them all the specifics, (date, time, location) of your request. If assistance is needed reserving any space, work with your departmental administrative specialist.

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## Student Work and Records Retention

Student work, grades and records should be retained using the guidelines in the chart below. According to state guidelines, these items must be shredded. They should be placed in one of the secure, locked collection bins located on each floor of Withers and in Room 213M in the West Center. Please direct any questions you may have to your departmental administrative specialist. Should you have a large amount for shredding, work with your departmental administrative specialist.

Student information files *	5 years after graduation
Student evaluations of faculty/course	5 years
Grades *	1 year after course completed
Student works/tests *	1 year after student completed course

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## Telephone and Mail

### Telephone

Departmental administrative specialists work with the University IT Department to set up your telephone and make arrangements for your telephone to be moved should the need arise.

When appropriate, faculty and staff are issued individual long distance dialing codes for use (on campus) with the approval from the Department Chair and Dean. Long-distance credit cards may be requested by individual faculty members for business purposes when off-campus. Since the cost is charged to the departmental budget, all long distance calls are restricted to official business calls only. Long distance calls must be held to a minimum. Faculty needing to make personal long distance calls from campus should use their personal phones. For information about how to receive a personal calling card through Winthrop University, contact the Telecommunications Office at ext. 2400.

### Mail

The University maintains a mail service, with daily pick-up and delivery. Inter-campus mail, official U.S. mail, inter-agency mail, and personal mail may be sent and received through the campus mail services. All personal mail must be properly stamped, whether sent through the



campus mail or deposited at the Post Office located in DiGiorgio Campus Center. Postage for all official University business is charged to departments.

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### **Temporary/Dual Employment**

All work performed on behalf of the University, either by current employees (ePAF) or special off-campus employment situations (Contract for Professional Services [CPS], teachers, training, workshops, etc.) must be approved prior to work beginning. This includes any work done over and above the individual's regular work assignment (ex: [dual employment](#), Contract for Professional Services, Personnel Action Forms). The State Budget and Control Board has established procedures which Winthrop University employees must follow and can be located in the [Dual Employment](#) policy. Work done without proper approval or the timely submission of reimbursement paperwork (must be within 30 days) will not be paid unless extenuating circumstances exist.

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### **Travel Procedures**

See [Travel Expense Overview](#) on the Controllers website. Travel without prior/proper approval or the timely submission of reimbursement paperwork (must be within 30 days) will not be paid unless extenuating circumstances exist.

#### Field Supervision

Field Supervision travel properly approved via a Travel Authorization at the beginning of the semester will be reimbursed when final paper work for the field/clinical experience is due at the end of the semester.

Full-time faculty conducting field supervision (internship or early field) may submit for mileage reimbursement provided they have an approved Travel Authorization on file. The reimbursement should be from the university or place of residence, whichever is closest to the school site.

Adjunct faculty conducting field supervision (internship or early field) may submit for mileage reimbursement provided they have an approved Travel Authorization on file. Since adjunct faculty are not required to be on campus on a regular basis, the reimbursement can be from the place of residence. However, if coming to Winthrop before or after supervision activities then the reimbursement related to such supervision must be calculated from campus.

## Off-Campus Teaching

Any faculty member (full-time or adjunct) teaching an off-campus course may submit for mileage reimbursement provided they have an approved Travel Authorization on file. The reimbursement should be from the university or place of residence, whichever is closest to the school site.

## Rental vehicle

Information is located through [Procurement Services](#).

## Travel Authorization and Reimbursement

A [Travel Authorization](#) (TA) must be completed (to include all required signatures) and submitted to the budget analyst a minimum of three days before traveling. A [Travel Reimbursement](#) (TR) should be submitted with all required receipts and documentation to your departmental administrative specialist within two weeks of travel completion. Note, for conference related travel, a conference agenda must be included with the TR documentation. For complete information, visit the [Travel Expense Overview](#) area of the Controller's website.

## Searches

All faculty or staff transporting search candidates should complete a Travel Authorization (TA) in advance of candidate visit, even if no reimbursement is to be requested.

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## **University Communications and Marketing**

For complete information regarding university publications, web services, media, etc., visit the [University Communications and Marketing](#) website. To use the Winthrop University logo, online or in print, faculty and staff must first review Winthrop University's [Visual Identity Manual](#). Any COE promotional items (event flyers, brochures, news releases, t-shirts, etc.) must be reviewed by the Printing Services office prior to ordering.

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## **Workplace Injuries and Worker's Compensation**

Employees should be familiar with the Winthrop University [Work Place Injuries and Workers' Compensation](#) guidelines. Campus Police (803/323-3333) and 911 should always be called in an emergency. The supervisor must also report the injury or illness to Winthrop University Environmental Health and Safety at 803/323-2392.

All employees of the university are protected while on duty by a Workers' Compensation Program administered by the State Accident Fund (SAF). Questions regarding the workers' compensation plan or reporting procedures should be directed to the Workers' Compensation Administrator (OSHA Compliance Officer) at 803/323-2392. For more information, visit the [Environmental Health and Safety](#) website.

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## **Workplace Violence**

See [Workplace Violence policy](#) housed on the Human Resources website. The policy also includes the Workplace Incident Report Form.

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## **WPDC Courses**

See [Winthrop Professional Development Courses](#) information.

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## Student Recruitment, Retention, and Advisement

### Recruitment and Retention

#### Recruitment

The College of Education (COE) is committed to active recruitment of high quality students in all programs. To meet the contemporary needs of schools and agencies serving children, families, and the community, the COE is committed to recruitment of a student body that reflects the gender diversity and socioeconomic and ethnic/racial makeup of the regional population and who can rise to the challenge of our rigorous curriculum. Recruitment is a college-wide responsibility and is specifically a shared responsibility of the office of Student Academic Services (undergraduate), COE Graduate Director (graduate), the dean's office, and departments. Each of these offices and individuals assumes specific roles and responsibilities in recruitment. All faculty are required to participate in recruitment and/or orientation activities as outlined in the [Faculty Roles and Responsibilities](#) section of this manual.

Success of recruitment efforts are evaluated yearly at the program, department, and college levels through examination of student enrollment data. The College Diversity Committee examines demographic data on new students annually to determine success of diversity recruitment initiatives. Effectiveness of recruitment activities are evaluated longitudinally. Targeted recruitment efforts are implemented for programs with continuing low enrollments.

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#### Retention

The COE recognizes that retaining students involves creating an environment that expects, supports, and fosters the academic success of all students. In particular, the College values maintaining or increasing our pool of students, both male and female, from diverse socioeconomic and ethnic/racial groups. To that end, the College engages in continual efforts aimed at student retention. Retention is a college-wide responsibility which requires involvement at program, department, and unit levels. Because retention is an on-going concern in all programs, the college, programs, and Unit Assessment Committee (a) reviews enrollment, retention, and demographic data annually in order to identify students at risk for non-retention, (b) analyses of longitudinal patterns in data, (c) examine linkages to the Academic Success Center and other on campus services, (d) considers assignment of early advising to students identified as highest risk, (e) reviews faculty support for advising high risk students; and (f) reports annually on efforts. The College Diversity Committee examines demographic data on matriculating students annually to determine success of diversity retention initiatives.

The COE Graduate Director monitors student retention across all graduate programs. In this capacity, he/she annually reviews enrollment and retention data supplied by unit assessment

and identifies longitudinal patterns. Support is provided to programs with identified retention issues. The Graduate Director reports to the College Diversity Committee and Dean's Council annually on graduate student retention. The College Diversity Committee examines demographic data on matriculating graduate students annually to determine success of diversity retention initiatives.

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## Advisement

### General Considerations

- Neither Department Chairs nor the dean should interfere with advisement unless there is evidence of a major conflict, violation of University policy, or the student asks for an appeal of an advisor's decision.
- All undergraduate students will be assigned a faculty advisor by Student Academic Services.
- Faculty have a right to expect support to enhance the advising process.
- Faculty have a responsibility to remain current with all policies, procedures, and curricula of the College and University.
- Students are expected to come prepared for the advisement session.
- The College's academic advisor is employed to: a) assist students and faculty with initial advisement of freshmen and transfer students; b) assess transfer credit; c) participate in student recruitment; d) work with chairs to assign advisors; and e) help to resolve problems related to the advisement process.
- Faculty in the Richard W. Riley College of Education share a number of basic skills and interests; therefore, faculty should be able to advise students across the different degree programs, using subject-expert faculty for support.
- Students should see their faculty advisor(s) at least once each semester.
- To facilitate the advisement process, faculty should post a reasonable schedule of office hours and adhere to the posted schedule.
- While advising loads will vary, faculty members should have no more than 40 active advisees.

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### Role of Student Academic Services

The staff in Student Academic serve as a vital resource, but are not a substitute for the faculty advisor. If faculty need assistance in advising or if students are unable to locate their advisor, they should first contact the Department Chair in the area of their major and or review information available through the [Student Academic Services](#) website.

The primary responsibilities of Student Academic Services include:

- Providing overall direction for the advising process in the College of Education.

- Providing initial advising services for new students entering the College of Education.
- Coordinating freshman and transfer orientation for all College of Education majors.
- Supporting processes such as undergraduate university-wide petition, transient forms, change of majors/minors/catalogs, transcript review, graduation review, admission to Teacher Education, scholarships, and educator certification.
- Assisting with registration problems.
- Serving as a resource to the faculty and administration.
- Coordinating recruitment and retention initiatives.

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### **Role of the Faculty Advisor**

At Winthrop University, faculty members advise all students who have declared a major. Academic advising at Winthrop is an integral part of the learning process through which students are advised of degree requirements, course sequencing, career opportunities, and campus resources. The responsibilities of a faculty advisor are many. One of the most valuable resources the advisor has is the catalog which is located on the [Records and Registration](#) website. PLEASE read and re-read the catalog. Other responsibilities are summarized below:

- Provide a rationale for educational curriculum and benefits of required course work.
- Assist students in planning a program of study, which is consistent with their abilities and interests.
- Maintain, with the students, an electronic record of the advising discussion and recommended coursework in the DegreeWorks planning feature.
- Monitor each advisee's progress toward his/her educational career goals.
- Help students identify their own special needs and make appropriate referrals to campus resources.
- Keep informed of up-to-date academic information, monitor changes to academic regulations.
- Be accessible and observe regular office hours.

Prior to registration, students at Winthrop are required to schedule a face-to-face meeting with their assigned advisor to receive the appropriate registration form and to receive assistance in planning course work for the next term. Although this advising period is important to the student, advising is a continuous process. Good advisors seek out opportunities to provide their expertise on academics and career topics under conditions that are not forced or time constrained. The frequency and quality of contacts with advisors outside of class have been linked to student satisfaction with the institution and their advisor.

Academic advising requires a substantial amount of knowledge and energy to be successful and to support a continuous process of student growth. This process stimulates responsible decision-making by encouraging and advising developing young adults. Ultimately, each student is

responsible for understanding and completing all degree requirements and making career-oriented decisions.

See the [College Advising Guide](#) for additional information.

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## Faculty Mentoring Program Policy and Procedures – College Level

### Definition of Mentoring

#### **Mentoring Goal**

“The primary goal of the mentoring process is to nurture the professional development of new colleagues in order to help them succeed in their teaching, research, and service activities so that they in turn can mentor others” (Gaskin, Lumpkin, & Tennant, 2003, p. 50).

### Mentoring

The process of a more knowledgeable colleague voluntarily providing support, advocacy, and assistance to a College of Education faculty member in a non-evaluative manner.

### Peer Coaching

The process in which colleagues form a collaborative relationship to observe, discuss, and analyze each other's teaching, scholarship, and service endeavors (Gaskin, Lumpkin, & Tennant, 2003).

### Selection of Mentors

Experienced faculty with a distinguished record in teaching and/or scholarship should be selected as mentors. The following are suggested criteria for selection: (a) evidence of excellence in teaching and/or scholarship, (b) recognition by colleagues as having a strong commitment to teaching and/or scholarship, and/or (c) previous successful experience or professional development in mentoring. The mentor must be willing to attend faculty development on mentoring strategies. The department chair will work with the Mentoring Coordinator in choosing faculty mentors. If possible, mentees from diverse groups will be matched with diverse mentors.

It is possible that different individuals will be chosen as teaching and scholarship mentors. Mentors should be selected based on their expressed interests and strengths. Characteristics of the mentor and mentee should be matched on various attributes such as type of classes taught (size, graduate vs. undergraduate), content knowledge, presentation and teaching pedagogical beliefs, or research interests.

The mentor can be from another department within the college. However, knowledge and command of subject matter should be considered. Mentoring should be voluntary, but the mentor should agree to participate for a specified period of time (e.g., one semester).

### Faculty Incentives for Mentoring



Whenever possible, mentors will receive a stipend each semester for each mentee. The focus of the mentoring relationship (teaching or scholarship) will be agreed upon by the mentor and mentee. In some cases, a mentor may provide support for both teaching and scholarship.

### General Guidelines for Faculty Mentoring

While it is not mandatory for new faculty to have a mentor, it is strongly suggested that untenured faculty work with a mentor in his/her first year at Winthrop. If the relationship proves beneficial, it may continue for more than one year. Faculty who have been at Winthrop for more than one year may request a mentor for scholarship and/or teaching at any point.

Continuing faculty members wishing to have a mentor should approach his or her chair. The faculty member should specify whether he or she needs a mentor for scholarship and/or teaching. The chair should select the appropriate mentor based on the faculty needs and mentor pool available. (Refer to the previous section, Selection of Mentors). It is suggested that a faculty mentor have no more than two mentees in one semester.

The mentor should plan regular meetings and observation times. At least three meetings per semester are suggested. The mentor should establish, with the mentee, growth plan with goals for the semester/year.

The mentor should listen and provide positive, constructive feedback. The following should be used in working with the mentee: knowledge of adult development and learning, supervision and conferencing skills, and interpersonal communication skills (e.g., active listening). Confidentiality should be maintained with discussions, teaching observations, and/or review of scholarship.

Teaching observations conducted by the mentor are designed to be confidential and formative in nature. However, the Mentoring Coordinator can conduct an observation that can be used in annual reports.

In addition to providing mentoring on teaching and/or scholarship, the mentor should do the following (Wunsch, 1994):

- Provide an introduction to the subculture of the department, college, and university.
- Provide an overview of the workings of the organizational unit and college, including committee structures and governance.
- Assist the mentee in socialization to the college and university community and local community.
- Provide guidance on the role of service in the College and University.

Given the literature suggesting the relative difficulty retaining diverse faculty, special mentoring considerations should be provided for diverse faculty. These include: (a) helping the mentee connect with other diverse faculty in the College or elsewhere on campus for support in professional and personal aspects of university life; (b) paying special attention to the mentee's

early scholarship productivity by actively engaging them in ongoing scholarship in the College; and (c) when providing guidance on service to the college, highlighting their diversity as an asset to the College and University.

In the event of an unsatisfactory mentoring relationship, either or both parties should consult with the Mentor Program Coordinator.

To provide on-going support for the mentors, it is suggested that mentors meet as a group on a continuous basis to discuss questions, concerns, and successes and to develop their own plans for self-improvement as a mentor.

## **Specific Guidelines for Teaching Mentors**

### Tasks for Mentors

The following are possible topics/tasks for teaching mentors. These topics have been adapted from Winthrop University's Office for Effective Teaching-Operational Definition of Effective Teaching and Goals of Effective Teachers (Office of Effective Teaching [now "Teaching and Learning Center"], 1992).

### Course Development and Design

- writing course goals and objectives
- creating class assignments that incorporate goals/objectives
- planning class sessions that align with goals/objectives
- planning course outlines, schedules, and other parts of a syllabi
- developing objectives that incorporate Conceptual Framework outcomes and professional association standards

### Course Delivery

- integrating contemporary research demonstrating relevance of the learning
- providing variety in class
- maintaining enthusiasm
- holding high expectations for learning
- encouraging students
- minimizing misunderstandings of content
- promoting critical thinking

### Assessment

- creating assessment measures that are (a) discipline-specific, (b) show mastery of the subject matter, (c) match the objectives; and (d) require critical thinking

- including COE unit and program assessments
- creating rubrics or scoring guides
- using non-graded formative assessment

### Reflection on the Course and Self-reflection

- analyzing student learning and reactions to the class analyzing teaching behaviors
- using student, peer, and chair evaluations to inform instruction

### Suggested Guidelines for Peer Observations

The purpose of the mentoring observation process is for faculty development (formative assistance). A developmental focus should facilitate a more open relationship between mentor and mentee. The pre and post observation format used by Hunter (1991) and others (Arends & Rigazio-Digilio, 2000) is suggested.

### Pre-observation Conference

The following are suggested topics for the pre-observation conference:

- establish time/place for the observation
- discuss teaching strengths/concerns
- identify two or three strengths for the mentor to observe
- identify two or three concerns for which the mentee wishes specific feedback

Any area of teaching may be selected by the mentee, such as classroom atmosphere, organization of the class session, teacher respect for students, use of group work, technology usage, or inclusion of students in class discussion.

It is helpful for the mentee to provide materials for this observation in advance to the mentor for review. Examples can include the class syllabus, handouts, and assessment information. Highlighting pertinent information may be helpful.

### Observation

The mentor should arrive before the start of class and sits in a place where the presence is not disturbing. He or she should try to be “invisible,” not participating in class activities, but rather serving only as an observer. Observations are made on the strengths/concerns that have already been identified. Sometimes other suggestions/comments may also be noted. Immediately after class, the mentor may briefly remark to the mentee on the class session. However, specific feedback should wait until the post observation conference.

## Post Observation Conference

It is useful for the mentor to prepare an informal written document detailing strengths and concerns noted in the observation. Issues and suggestions for effective teaching should be addressed in this conference. Future directions for conferences/observations should be planned at this point.

## **Specific Guidelines for Scholarship Mentoring**

Scholarship mentors should be willing to engage in any of the following with the mentee:

- support the use of professional development opportunities on campus
- facilitate the location of funding opportunities through internal campus resources and external grants
- facilitate the identification of research strengths and realistic short and long term goals
- support development of research questions
- support reworking of existing research (i.e., dissertation)
- support editing process of work in progress and/or suggest other colleagues if specific content knowledge is essential
- encourage collaborative research with colleagues on campus and teachers in the field
- help identify potential journals for submission
- provide suggestions on data analysis and interpretation
- facilitate connections with new research sites off campus through the mentor's own connections or by connecting the mentee with appropriate colleagues in other settings
- facilitate research ideas and research connections without necessarily needing to get actively engaged in the project itself (unless desired by the mentee)

These goals can only be achieved through regular meetings. Brief written documentation of the dialogue between mentor and mentee is suggested to keep the work focused.

## Faculty Research Grants

Research that informs the work of others is necessary to the growth of any profession. When helping a colleague develop their research, working within the structure of the College of Education may help. As evidenced in most aspects of the work as a College, programs should be highly field-oriented, namely for the benefit of students whom we are preparing and for overall program quality. This field-based orientation is seen in the high amount of required internships and other field-based experiences. For educator preparation programs, such applied research is enhanced through work with schools and teachers in our partnership network. For community, fitness, and sports programs, field-based experiences have always been prominent, emphasizing the critical role of experiential learning. We seek to collaborate with those working in the field in this type of research and partner to investigate best practices and innovations. We want to promote scholarship that makes a difference in informing practice in field settings. For support

in conducting field-based research, contact the Executive Director of the Rex Institute for Educational Renewal and Partnerships.

### **Mentoring Activities for All COE Faculty**

#### TAKE THIRTY Sessions on Teaching, Advising, and Research

TAKE THIRTY is a program designed to provide opportunities for faculty discussion and reflection on specific topics related to teaching and advising. The COE Mentoring Coordinator will coordinate this program of thirty-minute sessions on specific topics several times during the academic year. Topics for discussion will be determined by a questionnaire administered to faculty. Sessions will be facilitated by COE faculty who are invited by the COE Mentoring Coordinator. Faculty attendance in TAKE THIRTY programs is voluntary. The program will be evaluated annually through a variety of measures, e.g., surveys, interviews.

### **Suggestions for New Faculty**

#### The COE Faculty Manual

The current manual will be available on-line. Make sure to review this manual carefully.

#### Advising

Before advising begins, you need to contact your advisees by sending an e-mail. In your communication, tell them how they can sign up for advising, what they need to bring, and what they can expect if they miss their appointment.

- Consider electronic scheduling products that allow students to make appointments and receive reminders.
- Time slots vary from 10-30 minutes. Program and faculty may consider whether offering group and/or individual advising sessions meet the needs of students. Work with your department chair and other program faculty to determine the viability of each approach.

Establish with the student a Degree Works shared planning document at or before the first advising session. Maintain and update annually using comments to note where students deviate from the plan and how this was adjusted in the multi-year planner.

Keep the undergraduate advisement coordinator's number (323-4592) handy for difficult questions. The office is in 144 Withers, Student Academic Services (SAS). This should not replace your own efforts to maintain a current working knowledge of expectations and policies. Advisors should problem solve solutions directly with the student when possible.

When advising keep notes in Degree Works to track discussions and advise. This electronic record is visible by the department chair, program director, and advising office in cases where they may meet with the student to consider petitions related to advising.

Remember to electronically lift the advising “flag” in Wingspan for the student you advised. Without the “Y” for “yes”, the student will be unable to register. Some faculty find it best to do it immediately after advising the student.

### Annual Report

Since the Annual Report is a very important document for your career here at Winthrop, ask EARLY ON (around October) to view samples from experienced faculty. It is due February 15. It is imperative that you keep appropriate records of your teaching, service, and scholarly activities.

Faculty are strongly encouraged to maintain activity as it occurs in the Faculty180 system.

Informal mid-semester evaluations from each of your courses and/or other student voices reflecting on aspects of your teaching (e.g., end of class short responses) can provide faculty more information upon which to reflect and consider needed adaptations to course design.

Ask your mentor to review your report 3-4 weeks before it is due, even if you do not have your official course evaluations back yet. Remember that everyone in the college will be working on completing this task.

Consider inviting peer observations beyond those completed as part of the annual review and/or mentoring process in your first semester.

Make sure to attend the session on guidelines for promotion and tenure provided by the dean each fall.

### Office Hours

Establishing and meeting posted office hours that meet college guidelines are an expectation of appropriate performance. In extenuating circumstances when a faculty must cancel posted hours s/he should put a note on their door and consider alternative hours so that student needs are met.

## Research Agenda

To maintain your research agenda, it is advisable to schedule research time each week. When selecting the time, consider regular committee or other meeting times so that you are better able to protect this time.

- It is appropriate and encouraged to post these times on your regular schedule.
- It is appropriate to indicate you are not available if working in your office area.
- It is likely that university or college expectations may interfere with the selected regular time periodically, so faculty should consider rescheduling this time in such cases to ensure they are indeed giving themselves adequate time to meet all expectations of his/her position.

Join the scholarship club and find colleagues to engage in activities such as (a) peer review of writing, (b) brainstorming or formalizing research ideas, and (c) collaboration on a project or product.

## Technology

Winthrop classrooms (especially those in the Withers Building and the West Center) have technology that allows for a variety of instructional uses that move beyond simply projection of notes or slides.

The ITC staff offers trainings on various instructional technologies available in the classroom and for checkout in the ITC. These training sessions are announced via E-mail and are typically scheduled through the [Center for Professional Excellence](#).

Individual or directed training and support is also available from the ITC. Faculty are encouraged to use the technology GAs to brainstorm ways to better utilize digital resources to support student learning.

## Teaching

Find ways to engage students that keep them active during class time and fit with contemporary instructional strategies in the discipline.

Take opportunities to engage in personal development that allows for meaningful updates to course content.

Plan ahead on course design and grading to ensure that deadlines for grade submission are met in advance. Grades are submitted electronically in Wingspan at midterm and the end of the semester, but faculty are encouraged to maintain a local copy of grades throughout the semester (for example periodically download grades from the evaluation center in BlackBoard) as a back-up resource.

Finding ways that maintain an approachable yet professional relationship with students can facilitate students learning and instructional design.

- Be in the classroom 5-10 minutes before class or stay a few minutes after to start some small talk with the students.
- Learn students' names as fast as possible and/or make it obvious that you are in the active process of doing so.
  - The university offers student photos online organized per class.
  - Make a card with each student's name and picture take these to class.
  - Many students have a tendency to sit in the same place, you can also create a temporary seating chart to help you.
  - Create reusable name tents.
  - Create a few small early assignments so you can take the time to return papers and check how you are doing with your learning of names.
- Make it a routine to receive brief, personal feedback on small cards at the end of class about remaining questions or personal highlights from the session.

Be intentional when expressing expectations. The more specific about expectations and style you are from the start and throughout the semester, it will help students meet or exceed your expectations. Students like to know the reasoning behind expectations so building in such discussions intentionally helps facilitate better student-instructor relationships.

#### Academic Responsibility and Professional Stewardship Requirements

Look for opportunities to provide service not only within the College/University setting, but within the schools and community. Creating a good balance across the areas of faculty responsibility is essential for all faculty. New faculty are encouraged to discuss balance with mentors and the department chair.

Attending University events and faculty governance meetings are not always convenient, but it is part of your Academic Responsibility. Being engaged also provides opportunities to meet faculty in other areas and may lead to service or scholarly opportunities. Further, these meeting provide an opportunity to better understand college and university expectations and procedures.

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## Teacher Education Unit Standards and Graduate Conceptual Framework

The conceptual frameworks for the Richard W. Riley College of Education teacher educator programs provide the underlying structure and direction for the unit. The Initial Teacher Preparation Unit Standards provide the framework and outcomes for undergraduate and MAT initial teacher preparation. The framework is organized around the following seven standards: Diverse Needs of Learners, Learning Environment, Technology, Assessment, Instruction and Learner Engagement, Literacy and Professional Learnings and Ethical Practice. The framework for Advanced Programs, Educator as Leader, includes complex outcomes in Leadership, Stewardship, and Scholarship that are suitable for graduate candidates in many educational programs such as administration, counseling, teaching, and school psychology.

Find the Initial Teacher Preparation Unit Standards and Advanced Program Conceptual Framework [here](#).

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