COASTAL CAROLINA UNIVERSITY
DEPARTMENT OF INTELLIGENCE AND SECURITY STUDIES

Faculty Performance Elaborations

I. General Standards

A. Promotion to Associate Professor

According to the Coastal Carolina University Faculty Manual:

> To be eligible for the rank of Associate Professor, a faculty member must have a record of effective performance over a probationary period usually involving teaching, intellectual contributions, other recognized professional contributions in the discipline, and University service. The faculty member must possess strong potential for further development as a teacher and as a scholar. It is expected that the faculty member will hold the appropriate terminal degree or meet the established alternative qualifications.

For the purpose of promotion to Associate Professor, a faculty member should demonstrate at least a rating of Satisfactory as defined below in teaching, research, and service, and demonstrate strong potential as a teacher-scholar and as an emerging leader in the university and activities related to the multi-disciplinary fields of intelligence and security studies.

B. Promotion to Professor

According to the Faculty Manual:

> To be eligible for the rank of Professor, a faculty member must compile a sustained record of outstanding performance at the rank of Associate Professor that reflects 1) effective teaching; 2) intellectual contributions/ professional contributions to the discipline; and 3) ongoing University service. Promotion to the rank of Professor requires outstanding performance in two of these areas, one of which must be intellectual contributions/professional contributions to the discipline and, at a minimum, satisfactory performance in the third area. Definitions of "outstanding" and "satisfactory" are contained in departmental and College performance expectations elaborations documents.

For the purpose of promotion to the rank of Professor, a faculty member is required to achieve a rating of Outstanding in two of these areas, one of which must be intellectual/professional contributions to the multi-disciplinary fields of intelligence and security studies and, at a minimum, Satisfactory performance in the third area.

C. Promotion to Senior Lecturer/Senior Instructor

According to the Faculty Manual:

> To be eligible for the title of Senior Lecturer, the faculty member must have completed 18 graduate hours in the relevant discipline and hold at least a master's degree or meet the established alternative qualifications, have an outstanding record of teaching, and hold a full-time appointment under the title of Lecturer or higher at the University for a minimum of five years.

For the purpose of promotion to the rank of Senior Lecturer, a faculty member is required to achieve outstanding performance in teaching.

II. Performance Expectations

For the purpose of **promotion to Associate Professor**, a faculty member should demonstrate at least Satisfactory performance as defined below in teaching, research, and service, and demonstrate strong potential as a teacher-scholar.

For the purpose of **promotion to Professor**, a faculty member must demonstrate Outstanding performance in intellectual contributions and one other area to include teaching and service. At a minimum, Satisfactory performance must be achieved in the third area.

For the purpose of **promotion to Senior Lecturer,** a faculty member must demonstrate Outstanding performance in teaching.

Each section below will outline satisfactory and outstanding performance criteria in the areas of teaching, research, and service.

A. Teaching

Effective teaching cannot be adequately captured by numerical evaluations alone. Rather, assessing effective teaching requires examining all of a faculty member's teaching activities, which are multifaceted in the context of providing a liberal arts education. The department considers the faculty member's commitment to excellence in engaging in student learning activities, both inside and outside the traditional classroom setting. Regarding student evaluation scores, utilizing a 5-point scale the Department of Intelligence and Security Studies defines "Satisfactory teaching" as 3.0 or above and "Outstanding teaching" as 4 or above.

Satisfactory Performance

> • Average student evaluation scores between 3.0 and 3.9, participation in one major teaching activity during the probationary period, and participation in one minor teaching activity for the majority years at rank.

Outstanding Performance

> • Average student evaluation scores at or above 4.0, participation in two major teaching activities during the probationary period, and participation in two minor teaching activities for the majority years at rank.

> Examples of teaching activities include, but are not limited to:

> Major Activities
> - Advising an established student club (e.g., National Security Club, Chanticleer Intelligence Brief, Order of the Sword and Shield, Women in Intelligence and National Security, etc.)
> - Leading or co-leading a study abroad trip
> - Leading or co-leading a study away trip

- Publishing a paper with a student in an edited volume or peer-reviewed journal
- Leading the creation of a major or minor
- Directing a major or minor
- Student advising
- Taking students to a national or international academic or professional conference to present a paper or a poster, either in person or in a virtual environment
- Engaging in curriculum development that results in significant changes to a program of study

Minor Activities
- Organizing a University, local community, or regional research-oriented student activity (e.g. workshop, poster presentation session, or panel presentation)
- Supervising an internship
- Supervising an independent study
- Creating a course that appears in the University catalog
- Participating in a teaching workshop
- Securing a teaching-related internal or external grant
- Leading a film or lecture series for students

B. Scholarship

For the purpose of promotion, a faculty member must demonstrate a sustained record of scholarship. Thus, in addition to the below-listed performance indicators, which must be met during the probationary period, a faculty member must demonstrate annual scholarly engagement for the duration of their probationary period. Although scholarly contributions can occur at any time during the probationary period, a faculty member should demonstrate clear and documented progress toward meeting these expectations on an annual basis. Examples of documentary evidence of progress include, but are not limited to: drafts of books, book chapters, journal articles, or book reviews; correspondence with publishers, editors or conference organizers confirming receipt of submitted work or a proposal; field notes, datasets, or other research data compiled; and invitations to give external guest lectures to present their work.

Satisfactory Performance

- Three scholarly contributions made during the probationary period, at least one of which must be a peer-reviewed or editor-reviewed article.

Outstanding Performance

- One peer-reviewed book published with a recognized press in the multi-disciplinary fields of intelligence and security studies that locates the scholar as significant within their area; or
- Three articles/reports/analyses/chapters, at least two of which must be peer-reviewed and one may be editor-reviewed; or
- Two external research grants and one peer-reviewed article or editor-reviewed book chapter; or
- A peer-reviewed edited book, text book, or pedagogical tool in which significant original scholarship is demonstrated and the press is recognized within the multi-disciplinary fields of intelligence and security studies; or

- Three scholarly contributions at least one of which must be a peer-reviewed article or editor-reviewed book chapter, and one edited book or a textbook that, rather than analyze original research, summarizes information and creates unique learning tools; or
- Three significant research projects contracted by the US intelligence community; state, federal and/or local law enforcement; the defense community; and/or the think tank community. These initiatives must result in professional or stakeholder-vetted policy or analytic reports with original research. The candidate must demonstrate a serious impact within the field, the community, and the discipline, as well as a process of objective review of the deliverables such that the criteria reflect a rigor comparable to the standards applied to published research.
- Six scholarly book reviews that appear in peer-reviewed journals

From the Edwards College Expectations for Tenure and Promotion and Post-Tenure Review

In the arts and in the area of knowledge-based public engagement, evaluative criteria comparable to that of published research shall be employed. In many cases, reviews of such activity by peers within and experts outside the University offer a sound means for judging quality, importance, or relevance. Departments shall establish written evaluative criteria for such creative or community-oriented activity. The criteria shall reflect a rigor comparable to the standards applied to published research.

Examples of scholarly contributions (in addition to books and peer/editor-reviewed articles/external and internal research grants) include, but are not limited to:

- Scholarly publications that are not peer/editor-reviewed (e.g., policy reports)
- Creation of a new dataset or significant contributions toward updating an existing one
- Conference paper presentations
- Creation of a new software application or program related to intelligence and/or security studies
- Founding, managing, editing or otherwise leading the direction of a scholarly journal

Examples of editor-reviewed publications include, but are not limited to: book chapters, invited symposium contributions, and law review contributions. Scholarly contributions such as articles or books should be accepted for publication when submitting an application for promotion, although they need not be in print by that time.

The expectations for scholarly contributions for a faculty member involved in "significant" institutional service (e.g., Department Chair, Chair of Faculty Senate, directorship of a program of study, or leading a major institutional task force) over the interval between promotion from Associate Professor to Professor or as part of post tenure review should be reduced by one-third in recognition of the individual's commitment to the university. Scholarship requirements for a faculty member serving as an associate dean, associate provost, or comparable administrative position will not be reduced, as these positions carry with them substantial increases in monetary compensation.

C. Service

The Department of Intelligence and Security Studies interprets the phrase "University service" to include any service where a faculty member represents the University. Service may be to the University, the multi-disciplinary fields of intelligence and security studies, and/or community.

For new faculty hired at the Assistant Professor level, the expectation is that they will not have any service obligations in their first academic year at the university.

Satisfactory Performance
- One major service activity for a majority of years at rank.
  or
- Two minor service activities for a majority of years at rank.

Outstanding Performance
- One major service activity and one minor service activities for a majority of years at rank
  or
- Three minor service activities for a majority of years at rank.

Examples of service activities include, but are not limited to:

Major

- Advising an established student club or (e.g., National Security Club, Chanticleer Intelligence Brief, Order of the Sword and Shield, Women in Intelligence and National Security, etc.)
- Leading the creation of a major or minor
- Directing a major or minor
- Service on a committee in the University or the multi-disciplinary fields of intelligence and security studies
- Serving on the editorial board for a journal or book publisher
- Organizing a conference, symposium or workshop
- Serving as section chair for a conference
- Curating the department's online presence by managing website and social media content

Minor

- A review for a scholarly journal or book publisher
- Serving as a panel discussant at a conference
- Serving as a panel chair at a conference
- A community engagement activity (e.g., speech or panel discussion)
- Appearances in nationally or internationally recognized media outlets, which offer expertise, context and analysis to a lay audience. These can include live or pre-recorded appearances on television news or talk shows, radio shows, podcasts, television documentaries, or streaming shows aired on Internet-based or other online content platforms, or Op-eds in newspapers or other appropriate outlets.
- Academic or professional consultancies relating to the multi-disciplinary fields of intelligence and security studies

III. Post Tenure Review

A. ASSOCIATE PROFESSOR

For post-tenure review of an Associate Professor, according to the Department of Intelligence and Security Studies, an exceptional rating includes:

- Outstanding Teaching as defined in the Department of Intelligence and Security Studies guidelines.
- Outstanding Service as defined in the Department of Intelligence and Security Studies guidelines.

- A minimum of Satisfactory Scholarship as defined in the Department of Intelligence and Security Studies guidelines.

For post-tenure review of an Associate Professor, according to the Department of Intelligence and Security Studies, a favorable rating includes a rating of Satisfactory per departmental guidelines in all three categories:

- Teaching as defined in the Department of Intelligence and Security Studies guidelines.
- Service as defined in the Department of Intelligence and Security Studies guidelines.
- Scholarship as defined in the Department of Intelligence and Security Studies guidelines.

Below Satisfactory performance in any area (teaching, scholarship, and service), per departmental guidelines, will indicate a rating of conditional.

Any candidate who does not achieve stated goals to the level of Satisfactory per departmental guidelines, within the time frame permitted, will indicate a rating of unfavorable.

B. PROFESSOR

According to the Department of Intelligence and Security Studies, Exceptional rating for post-tenure review at the rank of Professor includes a rating of Outstanding, per departmental guidelines, in two of the three categories listed below:

- Teaching, as defined in the Department of Intelligence and Security Studies guidelines for rank of Professor.
- Service, as defined in the Department of Intelligence and Security Studies guidelines for rank of Professor.
- Scholarship, as defined in the Department of Intelligence and Security Studies guidelines for Post Tenure review, outlined below.

This process rests on the recognition that (a) exceptional rating is not determined by the candidate; and that (b) external reviewers must validate the candidate's professional contributions.

A rating of *Outstanding for Post Tenure* review should reflect evidence of intellectual rigor and scholarly contributions at high levels, but not necessarily in the same manner, or with the same approach, as the rank of Professor. A rating of Outstanding at the level of post-tenure review should reflect high-quality intellectual contributions in the areas of peer-reviewed and edited publications, professional presentations, conference contributions, papers presented at academic meetings and fora and, books authored or edited, as well as professional contributions and contributions made in the multi-disciplinary fields of intelligence and security studies. Additionally, professional contributions should be weighted, if weighting is applicable. Such contributions include—but are not limited to—activities such as chairing a section in a professional organization; taking a leadership or executive role in a professional organization; editing a journal; directing an institute or center; and/or expanding the discipline and/or the department's academic scope and activities in meaningful ways. Throughout the review process, the candidate should demonstrate, in a sustained manner, serious engagement in the multi-disciplinary fields of intelligence and security studies and clear evidence of intellectual leadership. Candidates may choose to concentrate more on publications or more on professional leadership. Either or both may be evaluated for Outstanding at this rank.

For post-tenure review of a Professor, according to the Department of Intelligence and Security Studies, a rating of favorable includes a Satisfactory rating, per departmental guidelines, in all three categories:

- Teaching as defined in the Department of Intelligence and Security Studies guidelines.
- Service as defined in the Department of Intelligence and Security Studies guidelines.
- Scholarship as defined in the Department of Intelligence and Security Studies guidelines.

Below satisfactory performance in any area (teaching, scholarship, and service), per departmental guidelines, will indicate a rating of conditional.

Per the Faculty Manual, after receiving a rating of conditional any candidate who does not achieve a favorable rating per departmental guidelines within the time frame permitted will indicate a rating of unfavorable.

C. SENIOR TEACHING LECTURER/SENIOR INSTRUCTOR

For post-promotion review of a Senior Lecturer or Senior Instructor:

- An exceptional rating reflects Outstanding teaching per departmental criteria.
- A favorable rating reflects Satisfactory teaching per departmental criteria.

A conditional rating reflects below-Satisfactory teaching per departmental criteria.

Per the Faculty Manual, an unfavorable rating indicates little to no progress in achieving the agreed-upon goals after a conditional rating.