

I. Title with name of department and date of last bylaw adoption

Institute for Ethnic and Racial Studies. Bylaws adopted:

II. Organization and Operation

Department members are governed by six interdependent sets of regulations:

1. Federal and State laws and regulations;
2. UW System policies;
3. UW-L policies and rules;
4. College policies and rules;
5. Shared governance by-laws and policies for faculty and academic staff; and
6. Departmental by-laws.

A. Preamble

Mission

The Institute for Ethnic and Racial Studies (ERS) offer an academic program, within the College of Liberal Studies at the University of Wisconsin-La Crosse. Its mission is to foster an awareness and understanding of the multiracial and multicultural reality of American society. Through a systematic and rigorous interdisciplinary instructional approach the program focuses on the historic treatment and the contemporary experience of ethnic and racial minorities. The program highlights individual or group contributions by members of these groups to American society and culture. ERS developed a program minor in January 2000 and offers General Education courses to students throughout the university. The Institute also collaborates with other units of the university to sponsor events that promote an awareness and appreciation of ethnic, racial, and cultural diversity in America.

B. Meeting Guidelines

Departmental meetings will be run according to the most recent edition of Robert's Rules of Order (<http://robertsrules.com/>) and WI state open meeting laws (<http://doj.state.wi.us/AWP/OpenMeetings/2005-OML-GUIDE.pdf>, summary at HTTP://www.uwlax.edu/hr/recruit/Academic_Recruitment/OPENMEETING.htm).

C. Definitions of Membership & Voting Procedures

In general, ERS operates on two levels, both of which are headed by a Director. First, the classified staff and appointed academic faculty in ERS make decisions that concern day-to-day operations. Second, an Executive Committee is responsible for the overall operation of the Institute and includes the oversight and implementation of policies regarding curriculum, personnel, and program priorities.

1. Membership and Meetings

a. ERS Monthly Faculty Meetings

All ranked faculty and persons teaching half-time or more within ERS shall be considered voting members for the purpose of conducting business at any regular meetings. The ERS Director shall schedule and chair meetings on a monthly basis during the academic year. However, as deemed necessary by the ERS Director, additional meetings may be scheduled.

- a. All matters that require official action will be conducted according to the principles outlined in Robert's Rules of Order. If matters of parliamentary procedure arise, they shall be settled by reference to the latest edition of Robert's Rules. The Executive Committee Secretary will record the minutes and distribute to fellow members on a timely basis. The ERS Director shall keep copies of the minutes of Executive Committee meetings and committee meetings. Personnel related minutes will be taken by the ERS Director and distributed to Executive Committee members within a timely fashion.

D. Definitions of Quorum and Majority

1. Quorum

- a. A simple majority of voting members of the Executive Committee constitutes a quorum.
- b. The Director may declare a quorum if one half or less of the Executive Committee members are present; however, all decisions made at such meetings shall be reviewed by the Executive Committee at the next meeting where a quorum is present.

E. Changing by-laws

These by-laws may be amended according to the following procedures:

- Any proposed amendment(s) shall be presented and distributed in writing at an Executive Committee meeting and voted on at the next subsequent meeting.
- A two-thirds majority of the Executive Committee membership present and voting is required to amend the by-laws;
- Amendments to personnel policies must comply with UWL and UWS faculty personnel rules, Wisconsin and Federal Statutes;
- Amendments to these by-laws and policies shall become effective immediately unless duly recorded in the official motion.

III. Faculty/Staff Responsibilities

A. Faculty

Faculty responsibilities are referenced in section IV of the Faculty Senate by-laws entitled “Responsibilities of Departments, Department Members and Department Chairpersons.” A complete set of the by-laws are available off the Senate webpage under “Senate Articles and By-laws” (<http://www.uwlax.edu/facultysenate/>).

1. Executive Committee Responsibilities

The Executive Committee has the responsibility to ensure that the Institute is carrying out its responsibilities in the areas of teaching, scholarship, and service.

These fundamental responsibilities include:

- Creating policies for the Institute;
- Promoting scholarship and creative activities;
- Promoting the continued professional growth and development of ERS faculty by encouraging their participation in conferences, professional workshops, and other similar programs;
- Utilizing the expertise and interest of ERS faculty to provide professional service both to the university and community;
- Providing an internal governance structure in which the function of the Institute can take place.

The executive Committee shall assume the responsibility for long-range planning and budgetary matters.

2. Institute Committees

The Executive Committee may form *Ad Hoc* committees as needed to deal with special tasks.

B. Instructional Academic Staff Responsibilities and Expectations

Requests for IAS hiring will be presented to the college dean. The request will indicate one of the standard titles from the lecturer or clinical professor series (<http://www.uwlax.edu/facultysenate/committees/ias/pages/titling.html>) and will outline specific duties including teaching and any additional workload. Total workload for IAS is defined as a standard minimum teaching load plus additional workload equivalency activities (<http://www.uwlax.edu/facultysenate/41st/3-29-07/IAS%20Appendix%20B.htm>).

C. Non Instructional Academic Staff Responsibilities and Expectations

D. Student Evaluation of Instruction

The department will follow the UW-L SEI policy and procedure available off the Faculty Senate webpage (<http://www.uwlax.edu/facultysenate/>). Results from the Faculty Senate approved SEI questions are required for retention, tenure, and promotion in the form of (1) the single motivation item and (2) the composite SEI consisting of the 5 common questions. The numbers will be reported using the Teaching Assignment Information (TAI) form. The department will add both the motivation item and the composite SEI fractional median for each course. In addition, the candidate's overall fractional median for the term on both the single motivation item and the composite SEI are reported. Finally, the department adds the departmental fractional median for both the single motivational item and the composite, the minimum and maximum composite SEI for the department, and the candidate's rank in SEI scores relative to all departmental ranked faculty (tenure-track or tenured) for that term (e.g., 3 of 15). IAS renewal and career progression. The same information as above is reported; however, no TAIs are generated for IAS.

The Institute requires that each faculty member administer the standardized Student Evaluation of Instruction (SEI) form for all courses for both semester of an academic year. The Institute's Program Assistant routinely makes these forms available during the last two weeks of the semester. The instructor is expected to read the instructions that accompany the evaluation form. The instructor is then to leave the classroom, having already designated a student from the class being evaluated, to collect and return the completed student evaluation forms in a sealed envelope to the program assistant. The instructor should never return to the classroom until the completed student evaluation forms have been delivered to the Institute office.

Summer session courses or off-campus courses will not form a part of the Institute's official review process but an instructor may administer course evaluation in these courses for their own benefit. Under no circumstances may any student who misses the designated course evaluation period be permitted to add his/her personal evaluation form to the collective body of forms being used for peer evaluation purposes.

Upon completion of all SEIs, the program assistant will prepare them for tallying by the appropriate university office. Score averages will be added to a yearly average database to be reviewed by the Director. Students' written statements will also be made available to the Director for review/comment before being distributed to each individual instructor to be retained for their own records.

IV. Merit Evaluation (Annual Review)

The results of merit reviews for all ranked faculty who have completed at least one academic year at UW-L are due to the Dean's Office on Dec. 15 annually. Merit reviews reflect activities during the prior academic year ending June 1.

A. Evaluation Processes & Criteria

1. Faculty

Faculty Personnel Rules UWS 3.05, 3.11, and UWL 3.08 describe the requirements for annual review of faculty. Academic Staff Policies and Procedures UWS 10.03, 10.05 and UWL 10.3 and 10.4 describe the requirements for the reappointment of academic staff. No policies of the Institute may conflict with these rules. (See UW-L Employee Handbook).

a. Merit

Merit is based on the performance of faculty members in four aspects of their work responsibilities; 1) teaching, 2) scholarly activity, 3) professional and public service, and 4) service to CLS, the university, and the Institute. The procedures for ascertaining and evaluating meritorious work each year involve student evaluation of instruction and self-reporting of other activities, including review and analysis of this information by the Executive Committee.

Purpose and Rationale:

- To evaluate all ranked faculty;
- To provide informational criteria for assessment;
- To acquaint the staff with other faculty members' activities;
- To assure evaluation of all ladder rank faculty for retention, tenure, promotion and/or merit decisions

Evaluation Objectives

- To encourage excellence in teaching;
- To encourage innovation and experimentation in teaching;
- To provide direction to the Institute faculty;
- To inform members of the Institute of other members' scholarly activities;
- To encourage activities which will enhance the promotion of the Institute's members;
- To encourage activities which will benefit the Institute;
- To provide face-to-face feedback.

2. Procedure

- a. Each year, faculty must submit the materials detailed below to the Executive Committee and state their intent to be evaluated. A faculty member may request to meet with the Executive Committee prior to the submission of materials to clarify any aspect of the review process.

- b. The merit evaluation will take place in early October of each year. Merit meetings must take place early enough in the semester to allow for appeal procedures to be completed by the deadline for merit submittals to the dean. Each faculty member must have his/her materials compiled by late September or early October (date determined annually) and will be give at least ten working days notice.
 - c. Summaries in the areas of scholarship, teaching, and service are due at the end of Spring Semester prior to the Fall merit deadline. The Spring deadline is one week past the day that Spring grades are due. These summaries are needed for the Institute's annual report.
 3. Each candidate's materials will be examined by the Executive Committee in relation to the four categories of work responsibilities mentioned above. They will then be considered for one of four rankings for the level of performance reasonably expected in a faculty person at that rank and tenure status: 1) greatly exceeded, 2) exceeded, 3) achieved, and 4) fell short. It is anticipated that the first category will be reserved for those candidates who have achieved noteworthy recognition in two of the four work areas (e.g., peer reviewed book published) and a high ranking in the other two. The last category is to be used for candidates clearly doing substandard work in at least two o the four areas.
 4. The Executive Committee will provide a written rationale to each candidate in regard to his/her ranking at least two weeks before merit decisions are due at the Dean's office.

B. Distribution of Merit Funds

The Executive Committee will make recommendations to the Dean on how funds from the pool of money available for distribution for merit pay should be distributed.

V. Faculty Personnel Review

The department will follow the policies regarding retention and tenure described n the Faculty Personnel Rules (UWS 306-3.11 and UWL3.06-3.08)

http://www.uwlax.edu/HRF_Handbook.htm.

Tenure/retention decisions will be guided by the criteria established in the by-laws at the time of hire unless a candidate elects to be considered under newer guidelines. The criteria outlined in Section V.A & V.B. "Faculty Personnel Review" in these by-laws should be applied to faculty with a contract date after:

The department will follow policies guiding part-time appointments for faculty and tenure clock stoppage available on the Human Resources website.

A. Retention (procedure, criteria, and appeal)

1. Faculty under review provide an electronic portfolio related to their teaching, scholarship, and service activities extracted from their date of hire to date of review. Hyperlinked syllabi are required and the candidate may choose to provide additional evidence. Additional materials may be required for departmental review and will be indicated in these by-laws.
2. Departments will provide the following materials to the dean:
 - Department letter of recommendation with vote;
 - Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data;
 - Merit evaluation data (if available)
3. The initial review of probationary faculty shall be conducted by the tenured faculty of the appropriate department in the manner outlined below.
4. Starting with tenure-track faculty hired effective Fall 2008, all first-year tenure-track faculty will be formally reviewed in the spring of their first year. A departmental letter will be filed with the Dean and HR. Formal reviews resulting in contract decisions will minimally occur for tenure-track faculty in their 2nd, 4th, and 6th years.
5. Any candidate wishing to appeal his/her own retention or tenure decisions is required to submit a written petition to the Director carefully detailing the basis on which this appeal is being made. This appeal must be filed with the Director within two weeks of the notification of the contested retention/tenure decision. The Executive Committee will then hold a special closed session hearing to review all evidence pertinent to this petition in the presence of the appellant. Subsequent to this hearing of the facts the Executive Committee will dismiss the appellant from the hearing room chambers and will render its final decisions on the appeal.

B. Tenure review and departmental tenure criteria

The basic rules regarding retention and tenure are described in the Faculty Personnel Rules (UWS 3.06-3.11 and UWL 3.06-3.08). The following procedures are designed to provide guidance to the probationary candidates and ensure that expectations and goals consistent with the University, CLS, and the Institute are met.

The process of retention review should facilitate the professional development of non-tenured faculty members during their probationary period. It should be a constructive and formative process that includes goal setting, performance assessment, and identification of strengths and areas needing improvement. All this should be done in such a manner that the Executive Committee and the individual faculty member have adequate records

of the process and eventual decisions. The annual merit review process highlighted above should serve as an important mechanism in this process.

1. The Executive Committee will annually review all tenure-track faculty and instructional academic staff members of the Institute for retention decisions.
2. During the first semester of the second year of employment, each probationary faculty member will develop an Individual Professional Development Plan. This plan will indicate the probationary faculty member's realistic intentions concerning pertinent professional activity for the upcoming two years, categorized by a) teaching, b) scholarly activity, c) professional and public service and to d) the Institute, CLS, and university service. The Executive Committee will review this plan. The Director's signature on the goal statement will indicate that the majority of the Executive Committee agrees that the goals are consistent with the mission of the Institute, CLS, and university and that suitable and sufficient activities are being planned in all of the areas to warrant retention.
3. It is recognized that opportunity for service may not be entirely under the control of the individual faculty member. It is also recognized that the Institute may not have resources available to honor requests for particular teaching assignments (delivering the curriculum may have higher priority than allowing faculty to express their own individual teaching interests at times). It is further recognized that a program of scholarship may not progress due to circumstances beyond the faculty member's control. In other words, a faculty member's statement of goals shall not be regarded as an inflexible and binding contract, but rather as a plan of action.
4. For retention, probationary faculty will submit a portfolio of items that should include information documenting past and present activities in the areas of teaching, scholarship, and service. The definition of these three areas is the same as those provided in the Institutes criteria for merit and retention review (See below). The candidate should also be sure to include items such as SEI scores and previous merit evaluation results.
5. This information should be provided to the Executive Committee for review at least three weeks prior to the date that retention decisions are due in the Dean's Office. Notification of this date shall be provided to the probationary faculty member by the Institute's Director at least four weeks in advance of the retention due date. However, it is the candidate's responsibility to see to it that his or her own retention portfolio is delivered to the Director whose responsibility it is to deliver promptly the copies of the portfolio and any other relevant materials to all other members of the Executive Committee.

6. The Executive Committee shall meet with the probationary faculty member to discuss his or her portfolio at a meeting scheduled by the Director. The faculty member can request an open or closed meeting.
7. The Executive Committee may invite input from any source deemed appropriate in the evaluation of the retention candidate, but only Executive Committee members shall vote on retention. The Executive Committee will base its recommendation in large part on the probationary faculty member's performance relative to his or her Professional Development Plan.
8. The vote will be by signed ballot and a simple majority constitutes approval. A written record of the conclusions reached by the Executive Committee will be made available to the probationary faculty member and be placed in his or her personnel file.
9. The results of retention vote shall be communicated to the candidate within three days and forwarded by the Director to the Dean within five days.
10. The criteria for evaluation will be as follows:

Teaching

- Teaching a full-load (12 credits) except where exempted by Institute and University Policy and
- Participating in course and curriculum review and development and
- Advising students as directed by Institute policy and
- Participating in Student Evaluation of Instruction

Additional teaching activities that are encouraged include:

- University outreach programs and/or
- Graduate student committees and/or
- Supervision of readings and research projects and/or
- Supervision of internships and/or
- Directing honors projects.

Scholarly Activity

- Grant supported research and/or
- Non-funded research and/or
- Scholarly and creative publications (e.g., books, monographs, journal articles, chapters, poetry, short stories, etc) and/or
- Published review and/or
- Affiliation with research centers/organizations and/or
- Membership in scholarly/professional organizations and/or
- Attendance at professional/scholarly conferences or institutes and/or

- Presenting papers, organizing programs or sessions, serving as discussant and/or
- Ongoing professional education/continued study and/or
- Conducting and/or participating in workshops and/or
- Supervising undergraduate research projects that expand the range of original knowledge and/or
- Other activities clearly indicating that the individual is acquiring and advancing knowledge relevant to the Institute's mission.

Service

- Professional consultant or advisor to boards, committees, commissions, task forces, community organizations and governmental agencies, businesses and/or
- Social service to boards, committees, commissions, institutes, task forces, community agencies, and organizations and/or
- Office holding in professional associations and/or
- Editorial service to professional associations/organizations and/or
- Evaluating manuscripts for publications and/or
- Writing guest editorials and granting media interviews and/or
- Public speaking and/or
- University, College and Institute committees and/or
- Chairperson on boards, commissions, task forces, projects and/or special assignments in the university or university system.

C. Post-tenure Review

1. The Post-Tenure Review Policy of the Institute follows UW-System and UW-La Crosse policy guidelines and is described in the UW-L Employee Handbook. Once every five years, each tenured faculty member's activities and performance will be reviewed in accordance with the mission of the Institute, CLS, and university in the areas of teaching, scholarship and service. The Executive Committee will be charged with implementing the university's policy aimed at contributing to the continuation of faculty members' growth and development.
2. Faculty members will be reviewed in order of seniority, with most senior Institute members being reviewed first. Tenured faculty who apply for promotion will have the promotion review substituted for their next scheduled tenured faculty review and will then be rescheduled for a tenured faculty review in five years.
3. To facilitate this process and to provide guidance to the faculty, the annual merit review process will be carefully monitored by the Executive Committee to ensure that post-tenure expectations are being met. The annual merit review process will

also address whether adequate “proposed performance objectives” for future years are being done in accordance with post-tenure review.

4. If a significant performance deficiency is identified, the procedures specified in the UW-L Post-Tenure Review and Development Policy will be followed. In addition, any performance weaknesses identified by the Executive Committee that fall short of a performance deficiency, as defined in this document, will be privately communicated to the faculty person under review without any written record of such being made. The Executive Committee will send a letter of its evaluation results to the faculty members under review and to the Dean.

D. Faculty Promotion Procedures

The department will follow the guidelines and schedules regarding faculty promotion available at <http://www.uwlax.edu/hr/promo-resources.htm>.

E. Emeritus Policy for Faculty

The Executive Committee will meet to determine whether or not a retiring faculty member shall be designated as emeriti. A majority vote of those present is required to allow for the designation. Within the Institute the designation is associated with a mailbox and access to an office. In making this determination the Institute follows the university policy as outlined below.

Members of the faculty may be nominated and designated as emeriti only at the time of retirement and must be recognized by their distinguished records of service at institutions of higher education. Nomination for and official designation as emeritus is dependent on the following measures of distinguished service:

- Those members of the faculty who have a record of 25 or more years of service at accredited institutions of higher education, including ten or more years of service at the University of Wisconsin-La Crosse may be designated by their rank and the title of emeritus. Thus a faculty member may be designated as Faculty Emeritus with the appropriate rank held at the time of retirement.
- Those members of the faculty not meeting the above criteria and having a record of 15 or more years of service at the University of Wisconsin-La Crosse, regardless of rank, and having attained the age of 55 or more, may be designated as Faculty Emeriti.

The Executive Committee may nominate qualified members of the faculty to the Chancellor or designation as emeriti. These nomination shall be forwarded to the Dean for endorsement prior to their submission to the Chancellor.

VI. Instructional Academic Staff Review

A. Annual Review

In accordance with Faculty Personnel rules YWS 305-3.11 and UWL 3.08, academic staff will be evaluated annually. The Individual Development Plan (IDP) form will accompany the department's evaluation. IDP Form:

<http://www.uwlax.edu/hr/IDP/IDP.General.Info.html>.

B. Career Progression Procedures

Policies and procedure guiding career progression for IAS are available at:

<http://www.uwlax.edu/facultysenate/committees/ias/pages/CareerProgression.html>.

C. Appeal Procedures re: Annual Review

VII. Governance

A. Institute Director

1. Selection of Institute Director
 - a) The Director shall be selected from the full time tenured or tenure track members of the ERS faculty.
 - b) The Director will be appointed by the Dean of the College of Liberal Studies subject to the agreement of the ERS Executive Committee.
2. Interim Vacancy Procedures
 - a) The Executive Committee shall nominate in interim Director in case a sitting Director is unable to complete the term to which he or she was appointed;
 - b) In case of a temporary leave of absence from campus, the Dean shall appoint an acting Director for a period not to exceed one year.
3. The Director shall:
 - a) Assume a prominent role in creating a professional environment conducive to high morale and productivity;
 - b) Provide leadership in all matters concerning the academic responsibilities and welfare of the Institute;
 - c) Represent the views of Institute faculty, academic staff and Executive Committee members to the College of Liberal Studies and University administration;
 - d) Prepare course schedules in consultation with Institute faculty and Executive Committee members;
 - e) Prepare reports requested by the Dean and the Executive Committee;
 - f) Handle personnel questions and conduct annual faculty/staff evaluations to be forwarded to the Executive Committee for action;
 - g) Hear and respond to student concerns;

- h) Prepare agendas and announce meeting times and place for ERS Faculty and Executive Committee meetings;
- i) Attend the CLS Chairs and Directors meetings;
- j) Preside as chair over ERS Faculty and Executive Committee meetings;
- k) Supervise overall Institute budget and expenditures.

4. Standing Departmental Committees

B. Executive Committee

The Executive Committee shall consist of the ERS Director, all faculty whose principal appointment is in the Institute, and the requisite number of outside faculty members to bring the Committee's membership to five. Executive Committee terms will be staggered.

Appointments to the Committee shall be made during the Spring Semester and shall be for three years. The Dean of the College of Liberal Studies (hereafter referred to as "Dean"), in consultation with the ERS Director and the Associate Dean with direct oversight of the Institute, shall appoint Committee members. Membership on the Committee shall be considered as University Service and shall be recognized as such by Department Chairs and the Dean.

In cases where an Executive Committee member does not fulfill his or her term, the Institute Director in consultation with the Dean shall appoint a replacement.

Appointment to the Committee shall be based on some or all of the following criteria:

- Appropriate graduate work or equivalent experience;
- Published original scholarship or creative work in the area of ethnic/racial studies;
- Experience as an instructor in a course in ethnic/racial studies;
- Demonstrated familiarity with and participation in the area of ethnic and racial studies through colloquia, seminars, and conferences, professional association meetings or equivalent continuing contact with literature and scholars of ethnic and racial studies;
- Service activities that support the Institute or local, regional, or national service activities pertaining to race and ethnicity;
- Faculty or academic staff membership in a department or an academic unit in the College of Liberal Studies.

2. Voting

Voting rights are reserved to all members of the Executive Committee except in cases otherwise indicated in this document relating to hiring, promotion, retention, merit evaluations, or where voting rights are governed by either a person's rank or tenure status. All votes must comply with Wisconsin State and Federal statutes. Institute decisions shall be made by voting in accordance with the Wisconsin Open Meeting Law that includes the provision for posting the meeting date, time, place and agenda at least 24 hours in advance of the meeting. When the Executive Committee moves to close a meeting, it must do so by citing the proper statute (Section 19.85 in the Wisconsin Statutes). In a vote where an Executive Committee Member might have a conflict of interest (such as retention, tenure or monetary issues) and does not voluntarily excuse him or herself, the remainder of the Executive Committee shall decide the issue by a majority vote. The Dean will have the authority to decide a tie vote.

- b. The members of the Executive Committee in accordance with the University of Wisconsin System (UWS) and University of Wisconsin-La Crosse (UWL) Faculty and Academic Staff Personnel Rules adopted the by-laws in this document. Proxy votes are not permitted in meetings of the Institute.
- c. Under ordinary circumstances, the Executive Committee operates by consensus in accordance with the following principles:
 - Cooperation by Executive Committee members on the basis of shared goals for the good of the Institute and its academic program;
 - Consultation with all concerned parties;
 - Demonstration of respect for minority positions on all matters;
 - Provision for full discussion preceding any action;
 - Informal efforts to resolve differences or conflicts;
 - Non-binding votes in an effort to reach consensus;
 - Commitment to timely action.

C. Departmental Programmatic Assessment Plan

The Institute faculty is fully committed to providing the highest quality educational experience for every student enrolled in an ERS class and for students enrolled in the ERS minor. The following is extracted from the Institute's first assessment plan that was submitted to the Dean in December, 2001.

Program goals include:

- The ability for students to know and appreciate the multiracial and multicultural reality of the United States society;

- The capability to assess past and present social and economic problems facing each minority group;
- A basic understanding of the most significant legislative acts and judicial decisions that have affected minority quests for equality and justice;
- A fundamental knowledge of the differences and similarities of experience between and among various minority groups;
- An understanding of the significant contributions by minority individuals or groups to U.S. Society and culture;
- The ability to articulate arguments and positions, both in written and verbal form;
- The ability to synthesize large amounts of material and render an informed opinion or judgment;
- A critical understanding of current events and how they apply to issues that impact minority groups.

The Institute takes an interdisciplinary approach to reach its program goals and uses a multi-dimensional assessment plan. The assessment process should provide insights into both the strengths and weaknesses of courses taught by Institute faculty as well as the Institute's overall program (i.e., minor). Assessment will assist the Institute in effectively planning for future needs, modifying curricula, policies and procedures, and thereby develop a program that will best serve our students, the Institute, CLS, the university, and the community.

The Institute uses several measures to assess program goals and student learning outcomes. Of particular note is ERS490 which is the capstone/seminar course designed as a culminating experience for all students completing the ERS minor. ERS490 students will complete a variety of direct and indirect assessment measures the results of which will be communicated to the Executive Committee for review and comment.

Assessment will be an on-going process in the Institute.

D. Additional Departmental Policies

1. [By-laws must include a departmental salary equity policy]
2. Department members will account for sick leave in adherence to the most current UW System guidelines. <http://www.uwsa.edu/hr/benefits/leave/sick.htm>.
3. For unclassified staff, 12-month employees garner vacation time, 9-month employees do not.

VIII. Search and Screen Procedures

The department will follow hiring procedures prescribed by the University's Office of Human Resources (HR) in conjunction with AAOD and UW System and WI state regulations.

A. Tenure-track faculty

The approved WU-L tenure track faculty recruitment and hiring policy and procedures are found at

http://uwlax.edu/hr/recruit/Faculty_Recruitment/Faculty.Recruitment.Hiring.Guidelines.pdf. Additionally, UW-L's spousal/partner hiring policy can be found at <http://www.uwlax.edu/hr/unclasspp.html#spouse.partner.employment>.

The Executive Committee is the deliberative body with the authority of making hiring decisions and it also constitutes the search and screen committee. Once the Dean has expressed approval of filling a position vacancy, the Institute Director shall be responsible for making preparatory search arrangements before the screening process. The Director will submit the necessary documents and work closely with the Dean, the Affirmative Action Office and the Human Resources Office in every step.

B. Instructional Academic Staff

Hiring policy and procedures are found at: <http://www.uwlax.edu/hr/fac.recurir.html>.

1. Hiring Policy

Each semester the need for *ad hoc* faculty will be determined in consultation with the Dean. The Institute's Executive Committee will review an applicant's letter and qualifications. No *ad hoc* faculty will be hired without its approval.

2. The following are the criteria to be used by the Executive Committee in the selection and hiring of ad hoc faculty and academic staff:

a. Documented expertise that may include the following:

- Appropriate graduate work or equivalent experience;
- Published original or creative work in the area of ethnic and racial studies;
- Experience as an instructor of a course in ethnic and racial studies

b. Demonstrated familiarity with and participation in the area of ethnic and racial studies through colloquia, seminars and conferences, professional association meetings or equivalent continuing contact with ethnic and racial studies literature.

3. All instructional academic staff are required to administer the Institute's standard "Student Evaluation of Instruction: forms every semester and to have an observational classroom teaching visit performed by at least one member of the Institute every year with a written evaluation of this classroom observation to be filed with the Director. A copy of this evaluation will be give to the instructor being evaluated.

C. Contingency Workforce (Pool Search)

Hiring policy and procedures are found at

<http://www.uwlax.edu/hr/omstr/acst.POOL.search.htm>.

1. After the advertised deadline, the Director will submit the Applicant List to the office of Affirmative Action and Diversity.
2. When there is a need for an instructor to teach one of the advertised courses, the Director shall convene the Executive Committee to perform an initial screening of applicants to determine if any have the qualifications needed for the position.
3. Qualified applicants will be invited to campus for an interview. If an applicant has taught for the Institute in the past, the committee may elect to waive the campus interview.
4. After the interviews, the Executive Committee shall develop a recommendation to fill the position.
5. Open meeting rules will be followed.
6. Recommendations will be forwarded to the Dean, who will authorize part-time hires.
7. After the candidate accepts, the Dean will complete the Personnel Action Form and forward it to Human Resources so that a contract letter may be issued.

IX. Student Rights and Obligations

A. Complaint, Grievance, and Appeal Procedures

1. Grade Appeals
Students who believe that the grade they received for a course does not reflect their performance in that course may appeal the disputed grade. This appeal must take place before the end of the semester immediately following the semester in which the grade was recorded.
2. The student should first discuss this difference with the instructor. If a student-instructor meeting is not possible, or if such a meeting does not result in a resolution of the difference, the student may contact the Institute's Director.
3. After meeting with the student, the Director will discuss the students' concerns with the instructor, if possible. Following the meetings (and reviewing any relevant materials that either party wishes to submit), the Director will make a recommendation to the instructor regarding the grade change.

4. After the Director's recommendations and the instructor's response, a student may file a written appeal for a grade change with the Director. Upon receipt of the written request, the Director will call a meeting of the Executive Committee, excluding the instructor(s) teaching the course in which the appeal has been made.
5. The Director, in the first instance, will try to select members from the Executive Committee who hold similar or higher ranking than the involved faculty member. This committee will review the student's appeal within fourteen days of its selection. If the committee members feel that further review is warranted the committee is strongly encouraged to meet with the student, and, if necessary, to meet separately with the instructor.
6. A written decision will be send to the student by the Executive Committee. Reasons for the decision will be included in this letter.
7. Stipulations:
 - a. The decision of the Executive Committee is held to be advisory
 - b. Academic Non-Grade Appeals. The hearing procedure for non-grade concerns is detailed in the Student Handbook, Eagle Eye.

B. Expectations, Responsibilities, and Academic Misconduct

Academic and nonacademic misconduct policy referenced:

<http://www.uwlax.edu/StudentLife/uws14.html>;

<http://www.uwlax.edu/StudentLife/uws17.html>.

1. Expectations/Responsibilities.

Students who enroll in courses offered by the Institute of Ethnic and Racial Studies are expected to attend and participate in these classes. Students are expected to devote non-class time to the study of course material and to complete all class assignments in a timely manner. Minors are also encouraged to be active in the Institute and/or ethnic student organizations.
2. Academic Misconduct

Academic dishonesty, sometimes known as "cheating" is subject to appropriate punishment as a matter of UW System policy. This is not something to be taken lightly or ignored as such action works to demean the integrity of the hard-earned grades of all students, the vast majority of whom never cheat. To ignore "cheating" is to foster it and thereby constitutes a dereliction of professional obligation. The Institute for Ethnic and Racial Studies follows the UW System policy on academic misconduct.

C. Advising Policy

1. Students minoring in Ethnic & Racial Studies are expected to meet with their ERS advisor at least once each semester to discuss their academic progress, career interests,

course schedule, and portfolio assignments. The Institute Director will contact all minors prior to the advisement period each semester to recommend that minors meet with him/her before registering for courses. The Institute Director may also assign advisees to full-time Institute faculty. Faculty are expected to keep their posted office hours throughout the academic semester and are recommended to expand these hours during the times that students are scheduled for course registration.

D. Incomplete Policy

As a matter of university policy, grades of “Incomplete” are issued to students strictly on the basis of illness or other unusual causes beyond the student’s control which have rendered the student unable to take the course final exam or to complete some limited amount of course work.

X. Appendices

1. Institute Definition of Scholarship

The Institute of Minority Studies supports a broad definition of scholarship that emphasizes keeping current in the field of ethnic studies as well as the faculty member’s individual field. There is an expectation that research and scholarship will be embedded in a primary commitment to good teaching. Current research and new knowledge should be integrated into the classroom.

Scholarship is the aspect of scholarly activity concerned with updating and extending an area of study within the professional life of the faculty member. Scholarship can be seen as an inherent part of classroom teaching it can also be seen as the foundation for instructional activities. It is assumed that the faculty of the Institute engage in scholarship and that they share the products of their scholarship with their colleagues both inside and outside of the university.

Examples of scholarly activity include (but are not limited to) the following:

- •Delivers invited lectures, speeches, or presentations at colleges or universities, professional meetings, conventions, and conferences Invited presentations can either be for professionals within the academy or for the general public or students at other institutions.
- •Submits products of scholarship to colleagues for evaluation and critique.
- •Collaborates with colleagues on the local and other campuses in activities oriented toward making a contribution to the advancement of knowledge, methodology, or development of a discipline.
- •Engages in collaborative instruction with other faculty members from other units

within the University.

- *Applies for and receives grants and awards.
- *Obtains recognition regionally, nationally or internationally for recent, as well as past contributions to a particular field of study by a variety of means. (for example, requests for reprints, invitations to read papers, citations of research, etc).
- *Participates in institutes, short courses, seminars, workshops related to the faculty members discipline or to the field of ethnic studies.
- *Publishes the result of research, scholarship and creative endeavor through vehicles such as monographs, textbooks, papers abstracts, book reviews, etc.
- *Hold a membership in professional societies relevant to either ethnic studies or to the faculty member's specialty.
- *Raises the awareness of ethnic studies issues and the concerns of ethnic groups on both a campus and community basis.
- *Edits papers for professional journal publication, or other scholarly activities of a like nature (including reviewing manuscripts for potential publications.)
- *Engages in specific self-study or professional growth plan to enhance professional competency.

When evaluating the work of faculty, the Executive Committee of the Institute considers examples of scholarly activity such as those enumerated above as one aspect of the work of a faculty member at the University of Wisconsin.~~ Crosse. The Executive Committee recognizes that different individuals have different talents and specialties and encourages faculty to make the most of their talents, both individually and in cooperation with others. Scholarly activity is not measured by merely counting the number of examples a faculty member may cite as evidence of scholarly activity, but by considering such evidence within the context of the work of the Institute and of the University.