Appendix B

Defining the Roles

a. Teaching—interactions which provide students with the opportunity to learn, and which promote and facilitate this process so that an engaged student is likely to learn

i. Instructional Design
   1. Syllabi including learning objectives and grading methodology
   2. Handouts/texts/reading/assignments
   3. Organizing lectures and presentations
   4. Pedagogical innovation
   5. Other instructional design elements

ii. Delivery
   1. Instructional skills, including but not limited to, oral and written communication skills
   2. Creating an appropriate learning environment, inside and outside of class

iii. Instructional Assessment
   1. Appropriate exams, assignments and formative assessments
   2. Feedback given to students

b. Scholarly and Creative Activities—those activities associated with a faculty member's recognized area of expertise, including paid consulting

i. Maintaining currency in one's field

ii. Discovery and Creation
   1. Research appropriate to one's field or creative (artistic) endeavors; process and product are important
   2. Publication in peer reviewed journals

iii. Dissemination
   1. Publication of articles (including for the popular press), books, monographs, pamphlets, etc.
   2. Paper presentations
   3. Keynote or invited addresses
   4. TV or radio spots
   5. Artistic exhibitions, performances, displays appropriate to the discipline
   6. New artistic interpretations of previous works
   7. Presentation of workshops and seminars
   8. Other scholarship of dissemination

iv. Translation
   1. Translating research findings (not necessarily one's own) into new products, services or artistic expressions
c. **Service to School**—carrying out non-teaching responsibilities or duties
   i. Serving on Committees
   ii. Advising
   iii. Recruiting
   iv. Supervising student clubs or organizations
   v. Managing College (non-student) projects (examples below)

   1. Accreditation report
   2. Retention survey
   3. Christmas program for neighboring schools

   vi. Advising incoming freshmen
   vii. Mentoring colleagues
   viii. Other service to school

d. **Service to the Community**—non-paid service to the community

   i. Service to the profession not covered in scholarly activities
      1. Journal or newsletter editor
      2. Paper reviewer
      3. Conference organizer
      4. Officer of professional organization
      5. Organizational representative
      6. Other service to the profession

   ii. Service to the General Community

      1. Applications of area of expertise
      2. Contributions to civil society, public affairs, or communities of faith