

Article 12:
Promotion, Tenure, And Evaluation

12. PROMOTION, TENURE AND EVALUATION

12.1. Definitions

Evaluator: Unless defined otherwise in particular parts of this article, the evaluator is the person who works with the bargaining unit member on developing and assessing their work plan and observing their teaching.

12.2. Annual Evaluation

12.2.1. Annual Evaluation Forms:

The University reserves the right to change any of the Evaluation forms provided such form does not violate any provision of the Agreement.

The PSU-AAUP will be consulted prior to any changes to any of the evaluation forms by the administration and provided with a rationale for the changes used in the annual evaluation prior to implementation. Substantive changes will not go into effect until the following academic year.

Either the PSU-AAUP or the administration may propose new forms into the annual evaluation process provided, however, the University reserves the right of final approval of any form.

The current forms are:

- Work plan form,
- Teaching observation/evaluation form, and,
- Student course feedback form.

12.2.2. Annual Evaluation Process

12.2.2.1. Work Plan Development:

Annually, each Bargaining Unit Faculty member develops a work plan in consultation with her/his evaluator.

The work plan is designed to support faculty planning, development, and evaluation. In developing the work plan, faculty will articulate and prioritize goals for teaching/librarianship (including advising), scholarship, and service.

12.2.2.2. Work Plan as Evaluation Tool:

- 12.2.2.2.1. Annually, the Bargaining Unit Member will discuss progress towards established goals; areas for growth and development;

contributions to the department/discipline, cluster, and university initiatives.

12.2.2.2.2. The evaluator provides feedback on the Bargaining Unit Member's progress toward goals; contribution to the program/department, cluster, and university; noting areas of strength and needed growth.

12.2.2.2.3. The completed work plan serves as the primary tool for faculty evaluation. The summative evaluation at the end of the document should include an overall assessment of the Bargaining Unit Member's performance, taking into account basic duties (see Article 8.2, Workload), student course feedback, teaching observations and evaluations, and success in scholarship and service by reviewing other data as applicable. In the overall assessment the evaluator shall offer a review of basic duties, teaching, service, and scholarship using the following criteria:

12.2.2.2.3.1. UNSATISFACTORY: Has not met minimum duties and expectations.

12.2.2.2.3.2. SATISFACTORY: Has performed at an acceptable level and has fulfilled his/her basic responsibilities for the year.

12.2.2.2.3.3. EXEMPLARY: Has exceeded normal responsibilities and expectations and has demonstrated a commitment to PSU that has moved the institution forward in accordance with its mission and strategic plan.

12.2.2.2.4. Completed work plan with the Bargaining Unit Member's comments and the evaluator's comments and assessment are forwarded to the Provost for approval and recommendations.

12.2.2.3. Work Plan Evaluation:

An electronic copy of the completed annual work plan shall be forwarded to the Bargaining Unit Member and become part of the Bargaining Unit Member's personnel file. Any Bargaining Unit Member who wishes to append to the completed work plan a statement acknowledging receipt but stipulating that the Bargaining Unit Member does not necessarily agree with the evaluation may do so by providing a letter to the Provost. These comments will become part of the Promotion and Tenure File.

Individual work plans must be completed and submitted to the evaluator no later than May 31.

The evaluator must submit the work plans to the Provost by June 30.

12.2.2.4. Teaching Observation and Evaluation:

- 12.2.2.4.1. The evaluator or designee shall observe pre-tenure faculty in the classroom in each of the first two years and every other year thereafter until tenure.

The provost or designee shall observe all bargaining unit faculty prior to the pre-tenure review.

- 12.2.2.4.2. Tenured faculty: The provost or designee shall observe and evaluate all tenured faculty who are applying for promotion to professor at least once within the two years prior to their application for promotion. It is the responsibility of the Bargaining Unit Member to contact the provost to arrange for the observation.

The provost, or president has the right to observe teaching of any Bargaining Unit Member. A written report of the teaching observations and evaluations shall be communicated to the Bargaining Unit Member and the Bargaining Unit Member's evaluator and a copy placed in the Bargaining Unit Member's personnel file using a standard University form.

12.2.2.4.3. PROCESS FOR CLASSROOM OBSERVATIONS:

Typically teaching observations will be arranged in advance. If a particular day is not appropriate, the Bargaining Unit Faculty Member has the right to request and receive a visit on a different day. Where appropriate, the Bargaining Unit Faculty Member shall provide class materials, such as syllabus and examples of course assignments, to the evaluator and explain any unusual aspects of the course; the observer will be added to the course site in the University's course management system; for library faculty, librarians will provide any teaching materials, handouts, lesson plans, etc. used for the specific teaching observation. The observer will use the agreed-upon teaching observation form to provide a written report of the observation that evaluates teaching effectiveness; the report will be submitted to the Bargaining Unit Member and the provost and become part of the Bargaining Unit Member's personnel file.

- 12.2.2.5. Student Course Feedback: Students will have an opportunity to provide feedback to instructors in all courses. Faculty shall have the opportunity to collaborate and design evolving systems to best capture student course feedback. All Bargaining Unit Faculty shall support the collection of feedback from students by encouraging them to complete the online student feedback form. Library users shall, in a manner to be determined by library faculty, be afforded the opportunity to evaluate each library faculty member. Student evaluations of teaching can be important

indicators of teaching effectiveness as related to student satisfaction and student engagement but numerical scores from these evaluations alone neither confirm nor deny an individual's effectiveness. Thus,

- 12.2.2.5.1. The evaluator shall consider additional factors besides such numerical scores when they evaluate a Bargaining Unit Faculty Member's teaching. Additional factors may include: rate of responses, design and validity of the survey instrument, student demographics, level of course, type of course, etc.
- 12.2.2.5.2. Periodically, the administration shall collaborate with the Curriculum Committee (or with the General Education Committee when applicable) to consider needed revisions.

12.3. Promotion and Tenure

12.3.1. Promotion and tenure are among the most important decisions a university makes and must be based on the expectation that the candidate is an engaged and effective teacher and mentor; is an active scholar; is contributing to their profession; is a valued contributor to the life of the university through service; and is participating in their community and profession by providing professional service. All Bargaining Unit Members are evaluated annually and at the time of tenure/promotion on teaching/librarianship/advising/, scholarship, and service in relation to university goals and needs and contributions to the discipline.

- 12.3.1.1. Success in achieving tenure and promotion requires that candidates present evidence making a strong case that they have achieved the criteria articulated in this contract, relative to the academic rank sought. While faculty Work Plans are evaluated on an annual basis, the Promotion and Tenure Portfolio provides a holistic view and demonstrates a body of work over a period of time.
- 12.3.1.2. All evaluators, both for annual evaluations and promotion and tenure decisions, are trained in the role of evaluation as well as all evaluation policies and procedures, including teaching observations.

12.3.2. Time to Tenure and Promotion

- 12.3.2.1. At the time of hiring, the University at its discretion may give the new Bargaining Unit Member credit towards promotion and tenure for prior years of collegiate teaching, but it shall be under no obligation to do so.
- 12.3.2.2. Credit for prior experience may be reduced at the request of the individual Bargaining Unit Member. This request can be made at any time before the sixth year of PSU employment.
- 12.3.2.3. Instructors in tenure-track lines are not eligible for tenure at the rank of Instructor. Instructors will not be promoted to Assistant Professor without the terminal degree in their fields. Instructors will have no more than two

academic years from the date of appointment to complete and obtain a terminal degree. Once such degree is obtained, the instructor shall automatically be appointed to assistant professor.

- 12.3.2.4. Assistant professors must apply for tenure and promotion during their sixth year of full time bargaining unit service at PSU unless credit toward tenure was granted when originally hired. Faculty granted time to tenure can defer going up for tenure until their sixth year of full time bargaining unit service at PSU. Successful tenure application by the sixth year of full time bargaining unit service at PSU is required. Faculty who do not achieve a positive tenure decision by the end of their sixth year of full time bargaining unit service at PSU will be granted a terminal one-year appointment.
- 12.3.2.5. If hired at the rank of associate professor or professor, faculty are eligible to apply for tenure consideration during their second year and must apply no later than their fourth year of full time bargaining unit employment at PSU.
- 12.3.2.6. Tenured associate professors are eligible to apply for promotion to professor during their sixth year or beyond of bargaining unit employment at that rank. Candidates should apply when they are able to provide convincing evidence that they have met the criteria for Professor in the areas of teaching/advising and librarianship, scholarship, and service.
- 12.3.2.7. In extremely rare circumstances, the time in rank or degree requirements may be waived for promotion. If it is determined at all evaluation levels that a candidate has a demonstrated record of excellence in all three of the following areas: teaching/librarianship, scholarship, service and a national reputation in their field of expertise, time in rank or degree requirements may be waived. Candidates considering early application for promotion shall consult the P&T committee and provost prior to applying.
- 12.3.2.8. **STOPPING THE TENURE CLOCK**

A tenure-track faculty member may be granted, upon request, a one-year extension of the time to tenure because of any of the following:

- the birth of a child, adoption of a child, or becoming the foster parent of a child;
- the need to devote substantial time to the care of a seriously ill or injured family member;
- serious illness or injury of the untenured Bargaining Unit Member;
- active military service as a member of the National Guard or Reserves;
- an unpaid leave of at least one semester duration, including FMLA leave, that has been granted by the University;
- other reasons for which there is a signed agreement between the University and the PSU-AAUP.

- 12.3.2.9. Under mitigating circumstances and after consultation with the Provost or designee, a second, one-year extension may also be granted.
- 12.3.2.10. A tenure candidate who has been granted an extension of the pre-tenure period shall be reviewed under the same academic standards as a candidate who has not had an extension.

12.3.3. Evaluation Levels, Process, and Timeline:

- 12.3.3.1. Candidates to be evaluated for promotion and/or tenure are to be evaluated at EACH level at PSU prior to submission of their applications to the USNH Board of Trustees in June. The levels are:

- Department/disciplinary P&T Committee,
- Evaluator,
- Provost,
- President

- 12.3.3.2. Candidates will be evaluated at each of the levels in the order listed. Each level of evaluation will conduct a fair, impartial, and thorough review of the candidate's Promotion and Tenure File, Promotion and Tenure Portfolio, and the recommendations made at previous evaluation levels.

- 12.3.3.3. Each evaluation level must provide an independent written recommendation, either for promotion and/or tenure or for no change in status, with a rationale for the recommendation. Each level's evaluation will be provided to the candidate and to the succeeding levels.

- 12.3.3.4. Timeline:

On or before the following dates, each level will communicate its recommendation in writing to the candidate and to the next level of evaluation.

OCT 15: Candidate submits promotion and tenure portfolio

NOV 15: Department or disciplinary P&T committee's recommendation due.

DEC 15: Evaluator recommendation due

FEB 15: Provost's recommendation due

APR 15: President's recommendation due

- 12.3.3.5. The President shall make a final recommendation to the Board of Trustees, and will report the final recommendation to the candidate. The President's final recommendation to the Board of Trustees and all recommendations from each level shall be filed in the candidate's personnel file, unless the candidate withdraws from consideration.

- 12.3.3.6. At any time prior to the President's final recommendation to the Board of Trustees, the candidate may withdraw from further consideration. Withdrawal shall be made in writing and shall be submitted to all levels that have reviewed the application. If a candidate withdraws from consideration, all recommendations submitted as part of the evaluation process prior to the time of withdrawal will be removed from the candidate's Personnel File.

12.3.4. Responsibilities of the Candidate:

- 12.3.4.1. Bargaining Unit Members should apply for promotion and/or tenure when they are able to make a compelling case that they have met the criteria for teaching and advising/librarianship, scholarship, and service at the rank of Associate Professor or Full Professor, as applicable.
- 12.3.4.2. Bargaining Unit Members who will apply for promotion and/or tenure must inform the evaluator and the Provost no later than April 15 of the academic year prior to the year of application. Bargaining Unit Members should declare their intent to apply.
- 12.3.4.3. Candidates who are to be evaluated for promotion and/or tenure must provide written permission for their personnel file to be made available for consultation by evaluators at all levels. Candidates should complete the Permission Form available on the website of the Office of Academic Affairs and submit it to the Human Resources Office by October 15 of the year of application.
- 12.3.4.4. Candidates must submit their completed electronic promotion and tenure portfolio in the university's accepted portfolio system to the department/discipline promotion and tenure committee by October 15 in the year of application.

12.3.5. Responsibilities of the Department/Discipline Promotion and Tenure Committee:

- 12.3.5.1. Department/discipline faculty will ensure that each department elects a standing Promotion and Tenure Committee Chair, regardless of whether there will be candidates applying
- 12.3.5.2. Departments/disciplines with candidates applying for promotion and/or tenure shall in the spring semester elect a five-member P&T Committee. Committee members must be tenured members of the faculty. A committee chair shall be elected who will inform the office of the provost of the committee membership. If a department/discipline does not have five tenured faculty available to serve on the Committee, the evaluator will consult with the provost to draw up a list of potential committee members from other departments/disciplines. From that list, the department faculty will vote on the remaining committee members.

12.3.6. Responsibilities of the Provost Office:

12.3.6.1. The Office of the Provost shall provide and track annual Promotion and Tenure training for the evaluators, and P&T Committee Chairs.

12.3.6.2. The Office of the Provost shall maintain a list of Bargaining Unit Members eligible for promotion and/or tenure, and the annual membership of P&T committee members.

12.3.7. Teaching Observations/Evaluations:

12.3.7.1. Once the candidates have submitted their promotion and tenure portfolio, the evaluator shall observe and evaluate the candidate's teaching. Such visits shall be arranged in advance. The observation will be shared with the candidate and placed in the candidate's portfolio.

12.3.8. Contents of the Promotion and Tenure Portfolio:

The purpose of the Promotion and Tenure Portfolio is to enable candidates to make a convincing case, with relevant supporting evidence, that they have met the criteria in the areas of teaching/librarianship, and advising, scholarship, and service. The documentation listed below is intended to help candidates present a full case to evaluators at every level, so that they may receive every consideration in the promotion and tenure process. Most of the materials in the Portfolio will be put there by the candidate.

12.3.8.1. Portfolio Contents added by the candidate:

12.3.8.1.1. Forms

- Completed forms from the Office of Academic Affairs
- Copy of permission form for Promotion & Tenure Committee members to access personnel file (original sent to Human Resources Office by October 15).
- Application form.

12.3.8.1.2. Updated Curriculum Vitae in approved format (available on the Office of Academic Affairs website).

12.3.8.1.3. Copies of the following documents since appointment (for promotion to Associate Professor and tenure) or since last promotion (for promotion to Professor):

- All work plans with annual evaluations.
- All reappointment letters
- All reports of teaching observations/evaluations.
- Copy of recommendation from pre-tenure review process.

12.3.8.1.4. Statements

12.3.8.1.4.1. Candidate's Statement on Teaching and Advising/Librarianship, in which the candidate describes how they meet the criteria for effective teaching and how this is demonstrated through the evidence provided in the Portfolio.

- 12.3.8.1.4.2. Candidate's Statement on Scholarship, in which the candidate describes how all of the criteria for scholarship are met through the evidence provided in the Portfolio.
- 12.3.8.1.4.3. Candidate's Statement on Service, in which the candidate describes how the materials in the Portfolio provide specific evidence that the criteria for service are met.
- 12.3.8.1.5. Evidence: Examples of evidence selected by the candidate that support the Statements on Teaching/librarianship and Advising, Scholarship, and Service, and make a compelling case that the candidate meets the criteria for Associate Professor or Professor. No single set of evidence can be prescribed to evaluate the quality of the candidate's teaching/ librarianship, advising, scholarship or service. The candidate must determine what evidence to use to make their case.
- 12.3.8.1.5.1. Evidence of effective teaching and advising/librarianship may include but is not limited to the following:
- Assessments by members of the candidate's department/discipline, evaluator, particularly if based on examination of course materials, team teaching experiences, observations of the candidate's teaching through class visitations, attendance at lectures given by the candidate or on the results of the candidate's teaching in courses prerequisite to those of other department members.
 - Evaluations of teaching or advising by students, appropriately documented and interpreted, for example through the use of student course evaluations, advising questionnaires, postgraduate surveys, etc.
 - Development by the candidate of new and effective techniques of instruction or assessment and instructional materials, including textbooks. This may also include the development and assessment of web-based courses and the effective transfer of current courses to a web-based format.
 - Evidence of course and syllabus development.
 - Publications by the candidate on teaching in respected journals.
 - Nominations, recognitions, and awards for distinguished teaching.
 - Evaluations from service-learning partners.
 - Evaluation of teaching by a co-instructor.

- Documentation of the utilization of active learning pedagogy by faculty professional development and instructional design staff.
- Other evidence deemed relevant by the candidate.

12.3.8.1.5.2. Evidence of the quality and impact of the candidate's scholarship may include but is not limited to the following:

- Copies of works disseminated to a wider audience (e.g., presentations, publications, workshops, performances, exhibitions)
- Publications (e.g., book, book chapter, peer-reviewed article, grant proposal, critical review or editorial in refereed journal, creative work, musical composition, editing music, research report, publication in trade or popular journal)
- Presentation or performance at regional or national meeting (refereed or invited)
- Examples of preliminary work that will lead to dissemination to a wider audience, such as: Research and experimentation for course development or improved pedagogy that will later be presented; Research, data collection, project preparation, research/creative/artistic works in progress
- Copy of grant proposal(s) or patent(s) submitted;
- Sample of development of new professional tools for use with clients/professionals outside the University;
- Digital media or reviews of commissioned art or musical composition;
- Other evidence deemed relevant by the candidate.

12.3.8.1.5.3. Evidence of the quality and impact of the candidate's service may include but is not limited to the following:

- Copies of reports, proposals, or other documents demonstrating meaningful contributions to the department and/or University;
- Letters of support from committee chairs, colleagues, and/or community members who have served with the candidate, providing specific examples of the nature, quality, and impact of the candidate's contributions and/or leadership;
- Copies of reports, proposals, or other documents

demonstrating meaningful contributions to the candidate's community and/or profession through the application of expertise (e.g., as officer, member of board of directors, program coordinator, editorial board member, journal reviewer, artistic adjudicator, consultant, etc., at the national, state, regional, or local level);

- Other evidence deemed relevant by the candidate.

12.3.8.1.6. Portfolio contents to be added by Promotion and Tenure evaluators after submission of application.

- Statement and recommendation of each evaluation level

12.3.8.1.7. A Bargaining Unit Member denied promotion and tenure may only grieve at the completion of the process and only over allegations that the procedures of this agreement have not been followed. They may not grieve the substantive decision as to whether or not promotion and tenure should have been granted.

If an arbitrator finds that the procedures were not followed, s/he cannot award tenure but may send the matter back to the university for a new review. The arbitrator in her or his discretion may order in certain cases that different faculty and/or administrators participate in the new review.

12.3.9. Pre-Tenure Review Process:

The pre-tenure process is intended to serve as a formative evaluation for candidates on the tenure track. The purpose of the review is to give candidates feedback on their progress toward tenure and promotion.

12.3.9.1. The candidate shall submit an electronic portfolio that includes:

12.3.9.1.1. A short statement (6-10 pages) overview addressing the following:

12.3.9.1.1.1. How teaching/librarianship aligns with criteria for effective teaching/librarianship; areas of growth, improvement, or challenges in teaching/librarianship; a scholarship agenda and how it aligns with the engaged scholarship requirements including future plans; a brief description of meaningful service and how it meets the criteria; a description of how work supports the mission of the university.

12.3.9.1.2. Copies of observations and work plans

12.3.9.1.3. Summary of student feedback surveys

12.3.9.1.4. Evidence of scholarship and service

12.3.9.2. Timeline for pre-tenure review

The Pre-Tenure Review should take place no sooner than the end of the tenure-track faculty member's second year and no later than the end of their third year at PSU. For candidates who were hired with credit toward tenure, the review should take place at the approximate mid-point to tenure application.

Feb 15- portfolio due

April 15 – P&T committee summary and recommendations

- 12.3.9.3. The P&T Committee will review the materials submitted by the candidate. Based upon the evidence provided, the Committee will provide written feedback for each area (teaching and advising/librarianship, scholarship, and service) that includes comments on the candidate's progress toward tenure and promotion and recommendations for improvement. The P&T committee recommendations will be provided to the candidate and the evaluator, and will be placed in the personnel file. The candidate will include the committee's recommendations in their P&T application.

A positive pre-tenure review does not in any way bind the university to grant tenure to the Bargaining Unit Member when they are later reviewed for tenure.

- 12.3.9.4. Change of Promotion and Tenure Criteria

Bargaining Unit Members who were employed prior to the changes in this agreement on promotion and tenure criteria shall have up to three years from the date of the ratification of this agreement to follow the P&T criteria for teaching, service and scholarship outlined in the faculty handbook that predated this agreement. New faculty hired after the ratification of this contract and all tenure-track faculty three years post ratification shall follow the criteria outlined in this agreement.