



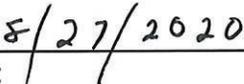
WEST CHESTER UNIVERSITY OF PENNSYLVANIA

STATEMENT OF TENURE POLICIES AND PROCEDURES

The attached Statement of Tenure Policies and Procedures is herewith approved:



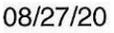
Christopher Fiorentino
President, West Chester University



Date:



Mark Rimple
President, Local APSCUF

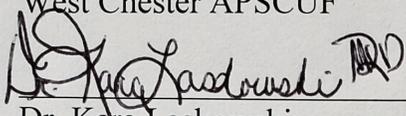


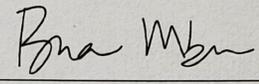
Date:

August 26, 2020

TO: Dr. Mark Rimple
Chapter President
West Chester APSCUF

Dr. Christopher Fiorentino
President
West Chester University

FROM: 
Dr. Kara Laskowski
APSCUF


Brian A. Mbuu
PA State System of Higher Education

Date 8-26-2020 Date 8/26/2020

RE: Statement of Promotion Policies and Procedures

This memorandum acknowledges that your Promotion Policy has been approved by State Meet and Discuss.

Attachment

cc: Pennsylvania State System Meet and Discuss Team
APSCUF State Meet and Discuss Team



WEST CHESTER UNIVERSITY OF PENNSYLVANIA

STATEMENT OF PROMOTION POLICIES AND PROCEDURES

The attached Statement of Promotion Policies and Procedures is herewith approved:

A handwritten signature in blue ink that reads "Christopher Fiorentino".

Christopher Fiorentino
President, West Chester University

A handwritten signature in blue ink that reads "Mark Rimple".

Mark Rimple
President, Local APSCUF

A handwritten date in blue ink that reads "8/20/2020".

Date:

8/20/2020

Date:

West Chester University Tenure and Promotion Policy

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West Chester University Tenure and Promotion Policy

PHILOSOPHY OF EVALUATION

The process of faculty evaluation is intended to promote continuing professional growth and academic excellence. The processes are intended to be supportive of a faculty member's desire for continuing professional growth and academic excellence. All faculty are entitled to honest feedback. Additionally, faculty evaluations provide information on which to base personnel decisions. Evaluation shall give greater weight to the quality of performance than to the quantity in the areas of effective teaching and professional responsibilities; scholarly growth and professional development; and service to the University and/or community.

Summative evaluation, one purpose of which is making tenure and promotion decisions, is a process of accumulating data that is evaluated by competent observers and expressing analysis of those data in clear and persuasive writing. Peer review is the cornerstone of faculty evaluation. Recognizing that evaluation is inherently subjective, the goal of the evaluation system is to control subjectivity by maximizing consistency and minimizing bias. To this end, the assessment of performance quality must be rendered first-hand from the most qualified observer. If sufficient data exists, informed observers will come to the same conclusions.

While the evidence used to assess performance quality will vary with discipline, there are guideposts that apply to all. For example, in the area of scholarship, there is an established hierarchy of peer review. Peer review in a national or international forum carries greater weight than that in a local or regional forum. Accordingly, summative evaluations should specify the instruments and the criteria used in evaluation, including any applicable disciplinary standards of international, national, and regional peer review on which judgments are made. Evaluators must also assure that the evaluation procedure for tenure and promotion is conducted equitably. When reviewing applicants, evaluators must be sensitive to the effects of social and cultural bias, particularly in numerical ratings (i.e. student evaluation results) which are inherently subjective such as student evaluations of teaching.

Whether or not to award tenure is the single most significant decision the institution makes during the career of a faculty member. It is an affirmative declaration by the institution that the faculty member fits into the plans and goals of the department and University. By granting tenure, the institution implies that a faculty member will play a significant role in achieving the future goals of the University. Tenure is not granted solely for performance of teaching duty. Tenure is awarded on the basis of distinctive professional performance.

Promotion occurs as a function of the judgment of designated peers and the President, giving greater weight to the quality than the quantity of the performance of an applicant. The promotion criteria go beyond considerations of either longevity or minimal statutory requirements.

These and all other decisions related to faculty evaluation are made irrespective of race, creed, color, gender (including discrimination by sexual harassment), age, disability, national origin, sexual orientation, life style, family status, APSCUF membership or activity or lack thereof, political views or affiliations, or religious views or affiliations.

Each party involved in the evaluation process must follow the rules set forth specifically within this agreement and the current Collective Bargaining Agreement and, must refer specifically to the faculty member's Statement of Expectations. No further procedural rules or barriers to tenure or promotion may be added by any party in the process.

I. FACULTY TENURE AND PROMOTION COMMITTEES

A. Promotion and Tenure Workshop Committee (PTW)

The PTW Committee concerns itself with issues related to evaluation, tenure, and promotion and is charged with providing advice, voluntary training, and assistance (either or both in person and through asynchronous modalities) to individual faculty members, departments and the Tenure and Promotion Committee (TeP). PTW will provide workshops for the campus community on Tenure and Promotion, review Department Teacher-Scholar Models, and make recommendations for improvement of the Tenure and Promotion processes.

The PTW Committee includes the following appointees: a past member of TeP appointed by mutual agreement at Meet and Discuss, a representative from APSCUF, and a manager from Academic Affairs who evaluates faculty. Faculty members are elected to represent non-classroom faculty and each college on staggered two-year terms. No more than one member from any department may serve on the PTW Committee. In case of a resignation or sudden vacancy from the committee, a special election will be conducted to replace the constituent seat for the remainder of the term. More information on the PTW Committee is included in Appendix 1.

The Committee will elect a Chairperson from the current committee members who will be continuing to serve in the next year. The election of the Chairperson for the following academic year will take place during the final two weeks of the preceding spring term after all spring elections of PTW members have been completed. The Chairperson will be elected by PTW members who will be continuing their service in the next academic year and by new PTW members whose terms begin the next academic year. In the case of a resignation or sudden vacancy by the Chairperson, the committee will elect a new Chairperson from amongst current members.

B. Tenure and Promotion Committee (TeP)

1. TeP Committee Composition and Election

The TeP Committee will consist of tenured faculty members elected in university wide elections where all tenured and tenure-track faculty are eligible to vote. Membership on the committee will provide fair representation across the university with no more than one representative from each department or school. New members will be elected in April and take office on August 1. In

case of a resignation or sudden vacancy from the committee, a special election will be conducted to replace the constituent seat for the remainder of the term. The committee will be provided with adequate secretarial support by the University. The TeP committee may not create or promulgate rules outside of this policy. More information on the TeP committee is included in Appendix 2.

2. TeP Committee Chairperson

The Committee will elect a Chairperson from the current committee members who will be continuing to serve in the next year. The election of the Chairperson for the following academic year will take place during the final two weeks of the preceding spring term after all spring elections of TeP members have been completed. The Chairperson will be elected by TeP members who will be continuing their service in the next academic year and by newly elected TeP members whose terms begin the next academic year. In the case of a resignation or sudden vacancy by the Chairperson, the committee will elect a new Chairperson from amongst current members. The Chairperson will assume responsibilities in August. The Chairperson will be eligible to vote. The Chairperson will be granted the equivalent of one quarter release time during the Spring semester.

The duties of the chairperson will include but not be limited to:

- a. meeting jointly with the Provost and President of APSCUF on aspects of their role and the documents and rules pertaining to the committee;
- b. convening the Committee and conducting all meetings;
- c. organizing procedures, preparing the committee calendar, and scheduling all discussion meetings;
- d. overseeing the publication and distribution to all members of the bargaining unit the approved tenure and promotion policies and procedures;
- e. notifying the Provost any missing documents in the tenure or promotion file once the application is submitted, and collecting and filing any additional items from the applicant according to the Provost within two weeks of notification, with notification provided to the APSCUF Chapter President;
- f. requesting and receiving all pertinent information, or other evidence requested by the University-wide committee;
- g. If the Dean or Provost wishes to address a matter documented in the applicant's official personnel file, they should make specific reference to the documentation in the personnel file. In addition, the official application form for tenure, as approved by local Meet and Discuss, will contain a signature line below the options for the candidate to choose between permitting or not permitting the TeP Committee to review the candidate's official personnel file. Pre-employment materials will not be provided for review; notifying applicants of their right to appear before the committee and organizing the applicants' interview meetings;
- h. receiving and tabulating all committee members' individual recommendations and scores;
- i. communicating TeP's recommendation/non-recommendation for tenure and/or promotion to each applicant, and then submitting a list of recommended and non-recommended applicants to the President or their designee and the APSCUF Chapter President;

- j. meeting with applicants desiring further information; and
- k. assisting the newly elected Chairperson in the transition to the role.

3. Responsibilities, Restrictions, Rights, and Duties of the TeP Committee

- a. The TeP Committee requires of its members and Chairperson an absolute commitment to unbiased judgment.
- b. The TeP Committee will be responsible for considering and making recommendations to the President or their designee on all tenure and promotion applications.
- c. No member of the TeP Committee may declare or apply for promotion upon election to or while serving on the committee. In addition, no member of the TeP Committee may consider any application of a member or former member of their immediate family (spouse/domestic partner, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law), or a person currently residing in their household. If one of the above conflicts should arise, a committee member must recuse themselves.
- d. A faculty member may serve in only one role as part of another faculty member's evaluation process. If a faculty member has been elected to TeP and is also on the Department Committee or is the Department Chairperson, they must not participate in TeP discussions and recommendation for that particular faculty member. They are not required to resign from TeP.
- e. The members of the TeP Committee will be under obligation to review carefully and in detail only those materials submitted under Section III of this document. The TeP Committee will judge each application on the basis of the degree to which the applicant has met the criteria appropriate to tenure and/or the criteria appropriate to the rank for promotion.
- f. Applicants will have access to copies of all documents reviewed by the TeP Committee relevant to the applicant's own case and to a list of sources of information considered by the committee relevant to the applicant's case. TeP Committee members bring and apply their academic expertise to consideration of applications, but may never consider rumors or allegations that have not been included in the applicant's personnel file with the applicant's knowledge.
- g. If the TeP Committee is not satisfied with the justification of any party making a recommendation, it will ask for clarification, consistent with Section III. TeP will evaluate all recommendations and responses and make its own evaluation.
- h. The deliberations of the TeP Committee will be held in private. Members of the TeP Committee shall respect the confidentiality of the information to which they have access.

4. Operation of the TeP Committee

The TeP Committee will review applications for tenure and promotion separately.

Applications for tenure will be reviewed according to the criteria specified in Section II. Individual committee members will read each application. The members of the committee will meet to discuss and compare their analysis of each applicant in accordance with the applicant's Statement of Expectations (SOE) and Department Teacher-Scholar Model(s) (DTSM). The TeP Committee Chairperson will notify each applicant of their right to meet with the committee, providing a list of proposed dates. Following the applicant meetings, the members of the TeP

Committee will meet again to discuss each applicant. After this meeting, each faculty member will be evaluated within each of the three performance review categories within the following constraints:

a. For **Tenure**:

- i. Each committee member will privately rate each applicant for tenure as Meets Professional Standards or Does Not Meet Professional Standards in each of the three categories of effective teaching and fulfillment of professional responsibilities; continuing scholarly growth and professional development; and service. At the same time, each committee member will privately indicate if they favor a recommendation For or Against tenure for the applicant.
- ii. If a majority of the TeP members voting indicate a recommendation for tenure, the applicant shall be recommended by TeP; conversely, if a majority of the TeP members voting indicate a recommendation Against tenure, the applicant shall not be recommended by TeP for tenure. In the event of a tie vote, a second ballot will be held. If the second ballot also results in a tie, the applicant will be recommended for tenure.
- iii. The TeP Chairperson shall keep a record of the vote counts.
- iv. The results will be submitted to the President or their designee, and the APSCUF Chapter President in a list showing those applicants recommended for tenure and those applicants recommended for denial of tenure; final vote counts will not be supplied. The applicant must be apprised in writing of the TeP Committee's recommendation prior to the submission of the recommendation to the President or their designee. The TeP Chairperson will keep a record for 1 year of the vote count for each applicant received in each category and will make the vote count available to the applicant upon their request.
- v. Faculty who apply for promotion at the same time as applying for tenure will be scored separately for promotion in accordance with the guidelines for promotion.
- vi. At the President's or their designee's request, TeP's recommendation(s) will be explained in sufficient detail to enable them to know the grounds upon which TeP reached its conclusion in each case. The President or their designee shall meet with the TeP Committee at least once for the purpose of fulfilling this exchange.
- vii. In the event that the President does not grant tenure to a faculty member who has been so recommended by TeP, the reasons therefore shall be given to the committee and the affected faculty member(s), if requested in writing (CBA Article 15.E.6). TeP will be given an opportunity to discuss the matter with the President. The President or their designee shall meet with the TeP Committee at least once for the purpose of fulfilling this exchange.
- viii. Applicants for tenure will be notified in writing of the President's decision by May 31 (December 31 for those with January anniversary dates).

b. **For Promotion:**

The TeP Committee will review applications for promotion by rank according to the criteria specified. Individual committee members will read each application. The members of the committee will meet to discuss and compare their analysis of each applicant. The TeP Chairperson will notify each applicant of their right to meet with the committee, providing a list of proposed dates. Following the applicant meetings, the members of the TeP Committee will meet again to discuss each applicant. After this meeting, each faculty member will be evaluated within each of the three performance review categories within the following constraints:

- i. Because the level of performance varies for each rank (Section II. D of this document), promotion applications for a given rank will be rated according to the rank to which the application for promotion is being made. The maximum possible rating for each rank is 100. Each committee member will assign a quality rating for each category on a one-hundred-point scale (100 = highest quality).
- ii. For each applicant, the median score in each category will be multiplied by the percentage weighting factor specified in the applicant's Statement of Expectations. The sum of these weighted factors will become the final score
- iii. Applicants for promotion receiving a final score of 85 or above for the rank to which application for promotion is made will be recommended for promotion to that rank. The TeP Committee will submit a ranked-in-group list specifying those applicants who are recommended for promotion, and those who are not. The final recommendations on promotion will be submitted to the President or their designee and the APSCUF Chapter President. The applicant must be apprised in writing of the TeP Committee's recommendation prior to the submission of the recommendation to the President or their designee. That statement must include their scores for each category.
- iv. At the President's or their designee's request, TeP's recommendation(s) will be explained in sufficient detail to enable them to know the grounds upon which TeP reached its conclusion in each case. In the event the President or their designee rejects a recommendation of the University-wide promotion committee, that committee shall be notified in writing and shall be given an opportunity to discuss the matter with the President or their designee (Article 16.B.11). The President or their designee shall meet with the TeP Committee at least once for the purpose of fulfilling this exchange.
- v. In the event that the President does not grant promotion to a faculty member who has been so recommended by TeP, the President or their designee will communicate with the applicant.
- vi. Promotions will be made by the President effective as of the beginning of the next academic semester and announced to the faculty by July 15.

C. Department Committee

1. Department/Unit Committee Composition and Election

- a. Whenever any faculty member of a department/unit has indicated his or her intent to seek tenure or promotion (or both), that department/unit must identify committee to consider the application(s) for tenure and promotion. Departments may constitute separate

- committees for tenure and promotion and/or ranks in accordance with their bylaws. This committee should be selected at least 15 days before the applicant materials are due (October 15 for promotion and tenure applicants, January 5 for fall anniversary tenure only applicants, September 25 for spring anniversary tenure only applicants).
- b. In all department/units, any committee will have at least three members, selected according to department policy, from the tenured faculty.
 - c. The following are eligible to serve on the Department/Unit Committee:
 - i. Full-time tenured faculty members of the department/unit. The Department Chairperson shall not be a member of the committee.
 - ii. Full-time tenured faculty members of other departments of the University or from other institutions selected in accordance with Article 12.C.1.a of the CBA.
 - d. No faculty member who has announced their intention to seek promotion will serve on a Department Committee for tenure and/or promotion applications.
 - e. No faculty member shall serve on a Department Committee when they, a member or former member of their immediate family (spouse/domestic partner, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law), or a person currently residing their household is an applicant for promotion.

2. Application Procedures

Each Department/Unit Committee will operate consistent with department evaluation procedures and all relevant procedures outlined in Section III of this document.

3. Responsibilities of the Department/Unit Recommendation Committees

- a. To meet prior to the deadline for submission of applications for tenure to the TeP Committee and consider all applications for tenure and promotion;
- b. To notify each applicant of their right to appear before the committee prior to submitting its recommendation to TeP, inform each applicant of the recommendation of the committee, and provide each applicant with the reasons for the recommendation.
- c. To establish the authenticity and validity of materials submitted and identify any inconsistencies, and share the identified areas of concerns with the Provost or their management designee who does not have a formal evaluative role
- d. To review all of the evidence available for each applicant and submit via the online application system a detailed recommendation for tenure (entitled the Department Committee Tenure Recommendation) and/or for promotion (entitled the Department Committee Promotion Recommendation), as applicable,
- e. that shall contain specific references to the evidence considered by the Department Committee.
- f. To submit online by the deadline provided in Section III (December 1 for tenure and promotion applicants, February 15 for fall anniversary tenure only applicants, and October 1 for spring anniversary tenure applicants) the recommendation of the committee.

D. Department Chairperson

1. Responsibilities of the Department Chairperson

- a. To submit the full list of applicants to President and the TeP Chairperson
- b. To ensure that a Department Committee is in place for all tenure applicants by the dates provided above, Section I.C.1.a.;
- c. To ensure that each Department Committee has met and chosen a chair prior to the date when application materials are due to the committee;
- d. To establish the authenticity and validity of materials submitted and identify any inconsistencies, and share the identified areas of concerns with the Provost or their management designee who does not have a formal evaluative role
- e. To provide each applicant with the names of the members and the chair of their Department Committee;
- f. To ensure by communicating with Provost or their designee that all members of the Department who are applying for tenure and/or promotion or who are responsible for reviewing applicant materials have access, with appropriate permissions, to the online application system;
- g. To advise each applicant of their right to request a meeting with the Department Chairperson prior to the chairperson submitting their recommendation(s); and
- h. To review all of the evidence available for each applicant and submit via the online application system a detailed recommendation for tenure (entitled the Department Chairperson Tenure Recommendation) and/or for promotion (entitled the Department Chairperson Promotion Recommendation), as applicable, that shall contain specific references to the evidence considered by the Department Chairperson.

2. Restrictions on the Department Chairperson

- a. No Department Chairperson shall provide a chairperson evaluation of themselves, or an evaluation of a member of their immediate family or a person residing in their household. Immediate family shall be defined as spouse/domestic partner, child, step-child, parent-in-law, brother, sister, brother-in-law, or sister-in-law.
- b. In the event that the Chairperson becomes ineligible to write a recommendation(s) for tenure, a replacement for the Chairperson (usually the Assistant Chairperson, a Chairperson from a related department, or a previous Chairperson) will be selected according to the procedure in Article 12.C.1.a of the CBA.

II. CRITERIA

A. Statutory Requirements

The minimum requirements for ranks as specified in Act 182 and 188 and other applicable laws are:

Professor--an earned doctorate (including but not limited to JD and MFA); at least seven years of teaching experience.

Associate Professor--minimum of an earned doctorate or a master's degree plus forty semester hours of graduate credit or a total of seventy semester hours of graduate credit including a

master's degree or all course work completed toward a doctorate as certified by the university where the work is being taken; at least five years of teaching experience.

Assistant Professor--minimum of master's degree plus ten semester hours of graduate credit; at least four years of teaching experience.

Instructor – minimum of bachelor's degree plus fifteen semester hours of graduate credit; at least three years of teaching experience.

No additional time requirements (e.g. time in rank, years of teaching experience, length of service to the University) beyond those mandated by statute shall constitute criteria for promotion. The initial appointment to the faculty shall be made within the rank advertised at a level appropriate to the appointee's experience. No departures from the normal promotion procedure will be offered as a condition of employment

B. Statement of Expectations (SOE)

1. Prior to employment, a Statement of Expectations (SOE) will be developed by the Department Chairperson and approved by the Dean or appropriate manager that outlines both conditions of employment (e.g., obtain terminal degree) and expectations for performance. The initial SOE should reflect the faculty responsibilities as described in the position announcement and be consistent with the CBA. Acceptance of these terms and conditions is indicated by the future employee's signature.
2. The SOE is intended to guide the faculty member in carrying out their professional work and meeting their responsibilities. The SOE may also be used by evaluators to confirm alignment of the faculty member's performance with these expectations. Statements of Expectations should generally avoid setting too specific or numerically determined goals such as the number of committees served in a given period.
3. The SOE should be considered in evaluating the individual faculty member. The statement will indicate individual expectations and weightings in the areas of evaluation on which the faculty member is being evaluated.
4. Faculty members may establish relative weights following tenure (see Section II.C.4 for ranges of weights). The entire probationary period will be evaluated as follows: 50% effective teaching and fulfillment of primary responsibilities, 35% continuing scholarly growth and professional development, and 15% service. Relative weights may be modified by mutual agreement between the faculty member, Department Chairperson, and Dean/appropriate manager upon achievement of tenure and/or thereafter upon modification of the SOE. A SOE that does not explicitly provide weights shall have the assigned weights used for the probationary period.
5. Minimally, when a faculty member achieves tenure and at five-year intervals thereafter, their SOE will be reviewed, reaffirmed or modified by joint agreement of the faculty member, the Department Chairperson, and the Dean or appropriate manager. Faculty members are encouraged to review their SOE annually. The SOE should be modified as changes in responsibilities and/or changes in life circumstances occur, as long as there is mutual agreement among the faculty member, the Department Chairperson, and the Dean or

appropriate manager. Each modified SOE should note areas where the quality of performance will be maintained, lowered, or expanded commensurate with the faculty member's rank, expertise, and experience or change of circumstances.

6. If there is a disagreement and a faculty member's SOE cannot be agreed upon, mediation will be provided through Human Resources. Referral to Human Resources will be initiated by the Dean or appropriate manager. After referral, mediation shall be concluded within 8 weeks during the academic year. If mediation is not successful and the parties are unable to come to resolution, the issue will be referred to Meet and Discuss by either the Dean/appropriate manager or the faculty member within 9 weeks of the initial referral to HR. Failure of the Dean/appropriate manager or the faculty member to refer the issue to M&D will be considered approval of the unmodified SOE.
7. This section is not intended to diminish the Administration's CBA rights or obligations in accordance with law to direct the faculty. Nor is this section intended to diminish the CBA rights of a faculty member or the requirement that a modification of the SOE be a joint agreement acceptable to the faculty member.
8. Each SOE will contain the following language under the heading of Teaching/Primary Responsibility:

Nothing in the SOE can interfere with the right of management to direct the faculty in accordance with law and, in particular, to assign courses and duties as allowed by the CBA consistent with the faculty member's area of expertise.

This language will apply to every current SOE without regard to the appearance of the language in the signed SOE.
9. The faculty member, Department Chairperson, and the Dean or appropriate manager will each be responsible to keep a copy of the current, valid SOE, which will be provided by the Dean/appropriate manager to APSCUF upon request.

C. Tenure and Promotion Criteria

1. Minimum contractual criteria for tenure and promotion
 - a. Failure to fulfill the conditions of employment specified in the Statement of Expectations (SOE) may result in the denial of tenure.
 - b. In addition, there are minimum expectations which, if not met, may affect a faculty member's evaluation for tenure and promotion. These minimum expectations are contained in the Collective Bargaining Agreement and include:
 1. preparing for and meeting assigned classes/primary assignment;
 2. conferring with and advising students;
 3. holding office hours at least five hours per week on no fewer than three different days of the week;
 4. evaluating students fairly and reporting promptly on their achievements;
 5. participating in group deliberations which contribute to the growth and development of students and the University; and
 6. accepting those reasonable duties assigned within the field of competence.

2. Tenure Criteria

Tenure is an academic reward for demonstrated quality of professional performance and promise for the future. Thus, it is the responsibility of the applicant and the department to provide empirical evidence documenting the quality of past performance and future promise. The burden of responsibility is on the applicant to provide appropriate documentation.

- a. Tenure is not granted solely for performance of teaching responsibilities or effective performance of the primary assignment. It is an affirmative declaration by the institution that the faculty member has demonstrated the ability to build a successful career as a teacher and scholar, and the willingness and ability to work effectively with colleagues to support the mission of the University and the common goals both of the University and of the academic department/unit. In light of the long-term significance of the tenure decision, the following situations indicate denial of tenure: evidence of weakness in the area of teaching or effective performance of primary assignment and/or Statement of Expectations (SOE); or an inability/unwillingness to work effectively with colleagues.
- b. It is incumbent upon the applicant and department to provide empirical evidence that demonstrates the quality of past performance and promise of future performance at increasing levels. Evidence submitted should be in accord with the criteria specified in the SOE and the University-wide role model.
- c. In order to be recommended for tenure by the department and the TeP Committee, the faculty member must *demonstrate* that:
 - The SOE of employment has been satisfied prior to the deadline for the submission of application;
 - The applicant has consistently and conscientiously fulfilled the duties and responsibilities specified in the CBA;
 - The quality of teaching or performance of primary assignment is commensurate with the rank of the faculty member at the time of application for tenure, or has shown steady improvement over the probationary period and has achieved the quality of teaching commensurate with the rank;
 - The quality of scholarly activity is commensurate with the rank of the faculty member at the time of application for tenure, or the foundation for a continuously productive record of scholarship has been established; and
 - The applicant has made service contributions of sufficient number and quality to be commensurate with their rank.

3. Promotion Criteria

Promotion decisions for all faculty will be based on the quality of performance in the areas of Effective Teaching and Fulfillment of Professional responsibilities, Continuing Scholarly Growth and Professional Development, and Service as defined in Article 12 of the Collective Bargaining Agreement.

The quality of performance in the area of Effective Teaching and Fulfillment of Professional responsibilities shall constitute the most important criterion. For faculty members whose basic

responsibilities lie in the classroom, effective teaching and advising (if appropriate) is of primary importance.

For faculty members whose basic responsibilities lie outside the classroom:

- a. In addition to the required minimum qualifications, categories for promotion of these faculty shall include:
 1. the duties and responsibilities of the position
 2. fulfillment of professional responsibilities
 3. continuing scholarly growth and professional development
 4. service contributions to the University/community
- b. Faculty members who have mixed workloads of teaching and non-teaching responsibilities should be evaluated on both effective teaching and the duties and responsibilities of the non-teaching assignment(s).

4. University-wide Faculty Role Model

The following provides the areas of evaluation, definitions, and criteria for the University-wide faculty role model:

Effective Teaching and Fulfillment of Professional Responsibilities (50% before tenure, 48-65% post-tenure)

Definition

This category encompasses a faculty member's primary assignment and shall constitute the main criterion on which tenure and promotion decisions are based. In most instances, evaluation in this area consists of effective teaching and advising, administrative assignments, and professional responsibilities.

Teaching is defined as the interaction that occurs between a faculty member and a student during which the student has the opportunity to learn, the student is enabled to learn, and/or the student is motivated to learn.

Administrative assignments include elected department posts and temporary assignments in administrative offices that carry release time, and administrative positions that constitute a faculty member's primary assignment as specified in the Statement of Expectations (SOE). Professional responsibilities are those secondary tasks/duties that are part of the primary assignment and support and enhance department, division, or university operation and goals.

When faculty hold positions for which they receive an Alternate Work Assignment, the duties of that position that are administrative in nature and that contribute to the operation of the university should be considered under the category of primary assignment, unless otherwise noted by the faculty member. Other activities shall be considered under scholarship and/or service as appropriate. It is the responsibility of the applicant to differentiate these responsibilities as part of the application narrative.

Areas of evaluation

Effective Teaching, advising, or performance of primary assignment

1. *Delivery* will be evaluated based on the quality of those skills and characteristics that a) make for clear communication of information, concepts, and techniques; and b) promote or facilitate learning by creating an appropriate learning environment.
2. *Design* will be evaluated based on the quality of those skills and competencies required to a) design effective instructional experiences and strategies necessary to properly sequence and present those experiences so as to induce learning in the student, and b) design and develop valid means to accurately measure and confirm that learning has indeed occurred.
3. *Expertise* will be evaluated based on the quality of the skills, competencies, and knowledge in the specific subject area that the faculty member has received advanced training or education.
4. *Management* will be evaluated based on the quality of execution of logistic and record keeping duties involved with teaching and timely distribution of feedback to the student.

Administrative duties, including administrative AWA, will be evaluated based on evidence pertaining to the quality of performance in the areas of planning/organization, direction, control, and communication.

1. *Planning/organization* will be evaluated based on the timeliness of task/goal development, adequacy of planning, and the degree to which tasks/goals are accomplished.
2. *Direction* will be evaluated based on the efficiency of department/unit/program operation, the fairness and equitability of leadership, and the quality of staff supervision.
3. *Control* will be evaluated based on the quality of fiscal, human, and physical resource management.
4. *Communication* will be evaluated based on the quality of written and oral communications, the clarity and timeliness of directives, and the efficiency of information transfer to and from the department/unit/program.

Professional Responsibilities will be evaluated based on the quality of performance and degree to which these secondary tasks and duties are willingly accepted, conducted in a conscientious and collegial fashion, and completed in a timely manner.

Continuing Scholarly Growth and Professional Development (35% before tenure, 25-42% post-tenure)

Definition

Scholarly activity is valued in that it enhances the educational experience, enlivens the intellectual climate on campus, provides external funding to support the educational mission of the institution, and provides opportunities for students to participate in scholarly research. Scholarship is defined as the discovery, application, and/or advancement of knowledge through

research, creative accomplishment, or professional endeavor and sharing the results of those activities. Scholarship should be designed to enhance the educational experience within the discipline and/or the faculty member's teaching/professional responsibilities. Scholarship also includes professional growth and recognition. Additionally, the university, consistent with its mission, values the scholarship of community engagement broadly defined. This line of inquiry, both applied and empirical, has been defined as “scholarship that—in active collaboration with participating community partners—has a positive impact on complex societal needs and issues” (Academy of Community Engagement Scholarship, 2018). Such scholarship should be consistent with the faculty member’s SOE, Department Teacher/Scholar Model, and their scholarly agenda.

All scholarly activity listed in the CBA (Article 12.B.2) is valued at all ranks; however, a hierarchy of scholarly evidence clearly exists. In this hierarchy, peer-reviewed works offer the strongest evidence; active contributions in scholarship through professional publications, presentations, organizational leadership, reviews, and other public displays offer solid evidence; and participation in activities such as attendance at professional conferences offers some evidence, but generally not sufficient within itself. All these forms must be considered within the context of the discipline and with the recognition that this hierarchy may not apply in all cases.

Areas of evaluation

Scholarship in one or more of the following areas will be evaluated based on the quality of accomplishments in that area of endeavor.

1. *Application of knowledge through research, creative accomplishment, or professional endeavor*--evidence of accomplishment in this area includes reviewed reports of ongoing research; participation in one-person or invitational shows; juried shows and premiere performances; reviewed musical, dance, literary, or theatrical performances; exhibition, production, and/or publication of electronic media; submission of grant applications or proposals (external, SSHE, internal); peer reviewed contributions to the pedagogy of the discipline in the form of new methods of teaching or innovative curriculum structures; activities in which there is use of one's expertise (consultantships to government agencies, professional and industrial organizations and associations, and educational institutions); development of distance education programs.
2. *Sharing information*--evidence of accomplishment in this area includes published peer reviewed articles, monographs, news articles, books, and parts of books; delivered papers, invitational lectures, and participation in panels; manuscripts accepted for publication as substantiated by letters of acceptance; articles published in non-refereed journals, technical reports, research reports to the sponsoring agency; peer reviewed articles, performances, productions, and exhibitions produced by students under the supervision of the faculty member;
3. *Professional growth and recognition*--evidence of accomplishment in this area includes additional graduate coursework where the coursework is related to the faculty member's scholarly agenda; regional, national, and international awards for scholarship or professional activity in the discipline; invitations to review journal articles or grant proposals, elected and invited offices held in professional organizations; editorships of

- professional journals; demonstrated contributions to the professional growth of one's peers
4. *Teacher-Scholar activities*—evidence of accomplishment in this area includes joint research with students; joint faculty and student presentations and publications; mentoring students in scholarly activities, research projects and presentations; curriculum development based on research experience; and leading scholarly seminars involving faculty and students

Service
(15% before tenure, 10-27% post-tenure)

Definition

Service is defined as voluntary activities that contribute to the profession, the university, and/or the community. From Article 12.B.3: This will be indicated, when applicable, by such items as: quality of participation in program, department, college, and UNIVERSITY and/or STATE SYSTEM committees; APSCUF activity contributing to the governance of the UNIVERSITY and/or STATE SYSTEM; development of new course(s) or program(s); training or assisting other FACULTY MEMBERS in the use of distance education technology; participation in UNIVERSITY-wide colloquia; voluntary membership in professionally oriented, community-based organizations reasonably related to the FACULTY MEMBER'S discipline; lectures and consultations; consulting with local and area agencies and organizations; participation in accreditation work in support of department or university service; offices held in professional organizations (if appropriate to this category); and any other data agreed to by the FACULTY and Administration at local meet and discuss.

Areas of evaluation

1. *Faculty Service* evidence of accomplishment in this area includes the quality of voluntary service on department, college, university, and/or statewide committees; participation in college or university governance; or on APSCUF committees.
2. *Professional Service* evidence of accomplishment in this area includes the quality of voluntary service to professional organizations such as committee work and other responsibilities that contribute to the function, advancement, and/or maintenance of the organization; service to governmental agencies related to the area of expertise;
3. *Community Service* evidence of accomplishment in this area includes voluntary contributions to off-campus organizations that are related to one's discipline.

D. Criteria by Rank

Instructor

Instructors must demonstrate substantive contributions to the West Chester University academic community. The Instructor's first priority is to teach assigned courses and/or execute assigned duties within their defined area of expertise. Teaching and advising effectiveness or competence in the primary assignment for their defined area of expertise must be established commensurate with experience. Instructors demonstrate that they continue to build their teaching ability through attending professional development workshops (or other experiences) and producing tangible outcomes of such opportunities.

Instructors must demonstrate that they are keeping current with their area of expertise through attending conferences, participation in educational opportunities including short courses, workshops, continuing education, graduate coursework, or other means appropriate to their discipline. They must demonstrate an increasing degree of participation in professional venues by active participation as a presenter, respondent, panelist, consultant, or other featured role. Instructors must demonstrate to their department that they can be relied on to contribute to the functioning of the department. Their work should be competent and professional.

Assistant Professor

Assistant Professors must demonstrate that they have the potential for a successful career in academia. Teaching and advising effectiveness or competence in the primary assignment must be established commensurate with experience. The Assistant Professor teaches assigned courses or performs assigned duties, shows sound professional judgment, performs advising duties (if assigned), and performs professional responsibilities in a competent manner. Assistant Professors must demonstrate that they are beginning to build the foundation for a record of continued scholarship, research, or other creative activities. Tangible scholarly products such as refereed publications; regional or national conference presentations, exhibits, or performances; and/or successful internal or external grant awards or high-quality, unfunded peer reviewed grant applications submitted to sponsors that give significant feedback and that are listed as significant in the applicant's Statement of Expectations and/or Department Teacher-Scholar Model must be part of this foundation. Assistant Professors are expected to perform service primarily at the departmental level in a competent and professional manner, though service at other levels (college or university) may be appropriate.

Associate Professor

Associate Professors must demonstrate that they have established the foundation for a successful career. The Associate Professor must demonstrate the ability to go beyond teaching effectively or performing the primary assignment in a competent fashion by demonstrating improvements in their primary responsibilities. This may be evidenced through the introduction of new materials, techniques, or programs; student mentorship; or excellence in advising (if applicable). There should be no evidence of significant weakness or areas of repeated concern in the performance of teaching or primary assignment. Associate Professors must show a tangible record of scholarship, research, or other creative activity evidenced by steady growth and productivity including scholarly, peer-reviewed products, and an established presence within their discipline. The record must demonstrate enough continuity, of sufficient quality, to suggest increased or at least continued productivity in the future. Associate Professors must demonstrate that they can be relied on for critical service activities at the department, College, and University levels.

Full Professor

Full Professors must demonstrate continuous and substantial contributions to the University and their discipline through time. Full Professors must demonstrate a sustained and solid commitment to teaching and advising (if applicable) or the performance of the primary assignment. They should have assumed a leadership role in program improvement and/or improving the delivery of education to students. Again, there should be no evidence of significant weakness or areas of repeated concern in the performance of teaching or primary assignment. They can be relied on to provide guidance for junior faculty and help to improve the overall quality of teaching at the institution. Full Professors should have a steady and significant record of tangible, productive scholarship or creative activity including peer reviewed works and displayed leadership within their discipline via such activities as service on committees of professional organizations; providing reviews for scholarly journals, granting agencies, or creative works; and/or invitations for speaking engagements. In exceptional cases, a long-term, substantial contribution in service to the university or the discipline may be recognized as partial replacement for a significant body of peer-reviewed work. Full Professors must have assumed a leadership role and/or made exceptional contribution in some area of service at the University level and/or exceptional or sustained professional activities with significant academic or professional organizations valued by the department as stated in the faculty member's statement of Expectations and/or the Department's Teacher-Scholar Model.

E. Department Teacher-Scholar Model (DTSM)

1. The faculty of each department/unit will develop a Department Teacher-Scholar Model(s) (DTSM) that identifies the value of teacher-scholar activities within the discipline(s) of the department. The model should provide a general framework of what the department values in the three areas of faculty evaluation (teaching, scholarship and service) and allow for various faculty experiences in each area. The model may also address the intersection/integration of the three areas. It should provide relevant examples such as valued pedagogical methods and scholarly activities, integration of student learning with scholarship and service, and inclusion of students in faculty research. It may also include other components for student success (e.g. advising, ongoing assessment, revision of academic programs and student mentoring). It may address accreditation activities, if applicable. The DTSM is designed to provide guidance to faculty.
2. The DTSM does not supersede an individual's Statement of Expectations and is not construed as a checklist of faculty expectations or necessary accomplishments.
3. The DTSM(s) must be consistent with the university-wide role model and the CBA.
4. DTSM(s) originate in the department and must be approved by the department (by consensus or majority vote in a secret ballot) following the opportunity for input from all department faculty members. As stated in the faculty Collective Bargaining Agreement, Article 2A (ACADEMIC FREEDOM), "A FACULTY MEMBER is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic or administrative duties." It should be understood that in some cases, a faculty member's chosen scholarly plan may not be consonant with their existing DTSM. In the case where the Statement of Expectations (SOE) approved through the shared governance process

establishes a scholarly plan that does not conform to the DTSM, the department should ensure that the DTSM is updated to reflect what has been agreed to in the SOE. Therefore, if within a single department, different faculty expertise exists, the DTSM must be inclusive of all faculty expertise, or the department may choose to have different DTSMs reflecting those differences. In the case where a department has multiple DTSMs, an applicant for promotion may choose which DTSM(s) is relevant to their expertise to include in their application. Departments should regularly examine and update their DTSMs to reflect the composition and interests of their faculty, especially those in the tenure and promotion process.

5. When a DTSM is created or modified, a copy of the created/modified DTSM with the date of departmental approval will be sent to local Meet and Discuss. The DTSM becomes official when received at local Meet and Discuss. Existing DTSMs will continue to be a part of the promotion process and must be submitted to Meet and Discuss periodically following a schedule agreed to by APSCUF and management at Meet and Discuss.
6. The DTSM will be used by the TeP Committee and others in the process as needed to facilitate evaluation of promotion applications from that department.
7. Faculty who believe that their department's DTSM(s) is not inclusive of their particular expertise may forward their concern to the PTW committee.
8. Appendix 3 addresses the process for review of DTSMs.

III. PROCEDURES

A. Application procedures

All required tenure and promotion application materials, applicable tenure and promotion recommendations, applicant responses to recommendations, and supporting materials that can be submitted electronically are submitted to the secure document server, designated below as "submitted online" and "the online submission system". Applicants will be provided access to recommendation letters on the secure document server once the letters are submitted.

Applicants may request a meeting with the Department Committee, Department Chairperson and/or Dean/appropriate manager prior to them making their final recommendation. The faculty member shall initiate the request and any meeting is voluntary for all participants. All applicants will be provided with the same opportunity, and recommenders shall maintain a consistent policy for all applicants in their unit.

All materials submitted online will be available to the appropriate reviewer at the appropriate time as described in these procedures or the Collective Bargaining Agreement. Once the deadline for a recommendation passes, the person making the recommendation will no longer have access to the online application. Moreover, unless specified in the procedures below, no person making a recommendation will have access to the online application until the deadline for the prior recommendation has passed. Issues concerning the availability of online application materials will be subject to mutual agreement at Meet and Discuss.

To reflect one role per evaluator, no constituency may meet to reevaluate applicants after they have discharged their official role in the process. The Deputy Provost may assist the President in their review process but may have no evaluative role. Faculty members who do not achieve

promotion and who have three or more positive recommendations (i.e., Department Committee, Department Chairperson, Dean, Provost) may resubmit the next year and be considered in a one-year promotion cycle (follow Year 2 procedure). Applicants may include new materials if they are available (e.g., extra, voluntary student evaluation data collected during Year 2, evidence of new research, service), and re-write their narratives and update/reassemble their supplemental materials. Applicants may elect to continue the evaluation process in the second year in the event their promotion application is unsuccessful.

Promotion Application (by tenured faculty member)

Application for promotion is a two-year process.

- P1. A faculty member announces their intention to apply for promotion three semesters in advance of the Spring semester in which TeP will review the application. To announce their intention, the faculty member, henceforth referred to as the applicant, will submit a statement of intent to apply for promotion to the Chairperson of the department/unit by the end of the second week of the Fall semester of the first year of the promotion review period. Chairpersons applying for promotion must submit their materials to the Dean who will request a Department Committee assigned by the voting members of the applicant's department by October 15 of the academic year in which the application is to be submitted. (Applicants also applying for tenure are exempt from the promotion declaration requirement and may apply for promotion in the same year as they apply for tenure with a joint tenure and promotion application.)

- P2. During Year I, in accordance with CBA Article 12 Performance Review and Evaluation, the Department Committee and Department Chairperson shall conduct independent evaluations. As part of these reviews, a minimum of two peer observations (one in each semester) and one Chairperson observation are performed.
 - i. If the applicant is a Department Chairperson or has other alternate work assignments (AWA), the Dean/appropriate manager provides a written assessment of the applicant's performance of alternate work assignment duties during the first year of the promotion review period.
 - ii. Evaluations of a faculty member's performance who is receiving AWA must be provided by the person to whom that individual reports (using the AWA form) and included in the online application (e.g., AWA form; see Appendix 4: FAQ).
 - iii. Reviews/letters of support for such performance by peers or other administrators can only appear in supplemental materials.
 - iv. Student rating data will be collected in all classes during the Fall and Spring semester of the first year. If the faculty member is on sabbatical in Year 1 or has another primary responsibility that results in a lack of student evaluations of teaching data, see Appendix 4: FAQ.

- P3. By November 1, the applicant submits on-line all required materials (see Section III.B.5). Any physical, supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Committee Chair by this

- deadline. However, the applicant should try to upload or link to electronic media whenever possible. Supplemental materials that cannot be submitted online are shared between the Department Committee and the Department Chairperson as needed.
- P4. After the deadline to submit application materials (November 1), the Department Committee and Department Chairperson review the application and write independent recommendations. The Department Chairperson and Department Promotion Committee Chair will not be able to view each other's recommendations online.
 - P5. In the event the applicant is a Department Chairperson, a faculty member will be chosen to fulfill the chair's role according to Section I.D.2.b of this policy.
 - P6. The Department Chairperson will submit a full list of applicants to the appropriate Dean or manager and the TeP Chairperson at the time application materials are submitted (by November 1). The Dean or other appropriate manager will notify the Provost's office of the names submitted.
 - P7. The Department Committee Chair submits the Department Committee Promotion Recommendation online, with detailed rationale, by December 1. The applicant may submit a response, using the online submission system, addressing the committee's recommendation by December 8.
 - P8. The Department Chairperson submits online the Department Chairperson Promotion Recommendation by December 1. The applicant may submit a response, using the online submission system, addressing the Chairperson's recommendation by December 8.
 - P9. By December 1, the supplemental materials that cannot be submitted online are delivered to the Dean/appropriate manager by the Department Chairperson. If the Department Chairperson fails to submit the materials to TeP, the applicant may submit them (see Appendix 4: FAQ).
 - P10. The Dean/appropriate manager submits their recommendation online by December 22. The applicant may submit a response, using the online submission system, addressing the Dean/appropriate manager's recommendation by January 15.
 - P11. The Provost reviews the application, the Department Committee Promotion Recommendation, the Department Chairperson Promotion Recommendation, and the recommendation of the Dean/appropriate manager prior to submitting online their recommendation. In the event that the Provost is named as the President's designee for purposes of making decisions about promotions, then the Provost shall not make a recommendation.

- P12. The Provost's detailed recommendation for promotion shall be submitted online by February 1. The applicant may submit a response, using the online submission system, addressing the Provost's recommendation by February 8.
- P13. If the TeP committee is not satisfied with the justification in the Department Chairperson Promotion Recommendation, the Department Committee Promotion Recommendation, the recommendation of the Dean/appropriate manager, or the Provost's recommendation, the TeP committee will request additional information or seek clarification from the Department Chairperson, Department Committee, Dean/appropriate manager, or Provost with the nature of the requested clarification in writing. The clarification will be provided in writing. TeP may then evaluate the Department Chairperson Promotion Recommendation, Department Committee Promotion Recommendation, recommendation of the Dean/appropriate manager, or Provost's recommendations and faculty member responses and make its own evaluation.
- P14. The TeP Committee reviews all application materials submitted by the applicant, the Department Committee Promotion Recommendation, the Department Chairperson Promotion Recommendation, the promotion recommendation of the Dean/appropriate manager, the Provost, and all written responses to any promotion recommendations if submitted by the applicant; and judges each application on the basis of the degree to which each applicant has met the criteria appropriate to the rank to which promotion is sought. The TeP Committee will fully consider the faculty member's Statement of Expectations (SOE) and the DTSM. Prior to making their recommendation, the TeP Committee may consult with any party (e.g. Department Committee, Department Chairperson, Dean/appropriate manager, Provost) which has made a recommendation. The TeP Committee makes a recommendation regarding promotion to the President or their designee no later than April 15.
- P15. Applicants applying for promotion may sign up for an optional short interview with the TeP committee. At the interview, the candidate may respond to the Department Committee Recommendation, Department Chairperson Recommendation, and the recommendations from the Dean/appropriate manager and Provost. Applicants may submit a written clarification of facts relative to these recommendations of no more than two pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets) at the interview, or directly to the TeP Chairperson. All additional documents submitted by applicants will be uploaded to OnBase by the TeP Chairperson and included in the application materials.
- P16. If the TeP committee recommends against promotion when three or more of the recommendations included with the application have been for promotion (i.e., Department Promotion Committee, Chairperson, Dean, or Provost), the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant by April 15. The synopsis should provide a detailed explanation which reflects the basis

of TeP's recommendation. The applicant may submit a response, using the online submission system, to the President by April 22.

P17. The President or designee notifies the applicant in writing of their decision no later than July 15.

Joint Tenure and Promotion Application for faculty with a fall anniversary

- J1. By October 1 in the first semester of the fifth (or final) probationary year, probationary faculty members with a fall anniversary are notified by the President to apply for tenure.
- J2. By November 1 of the fifth (or final) probationary year, the applicant submits on-line all required materials (see Section III.B.5). Any physical, supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Committee Chair by this deadline. However, the applicant should try to upload or link to electronic media whenever possible. Supplemental materials that cannot be submitted online are shared between the Department Committee and the Department Chairperson as needed.
- J3. By December 31, the faculty member will notify the President with a copy to their department announcing their intention to apply for tenure and stating the reasons why they should be granted tenure. A joint application for tenure and promotion submitted online by the November 1 may serve as the official notification to the President and department.
- J4. After the deadline to submit application materials (November 1), the Department Committee and Department Chairperson review the application and write independent recommendations. For faculty applying for tenure and promotion, the Department Committee and the Department Chairperson should submit separate recommendations for both promotion and tenure. The Department Chairperson and Department Promotion Committee Chair will not be able to view each other's recommendations online.
- J5. In the event the applicant is a Department Chairperson, a faculty member will be chosen to fulfill the chair's role according to Section I.D.2.b of this policy.
- J6. The Department Chairperson will submit a full list of applicants for tenure to the President and the TeP Chairperson at the time application materials are submitted (by November 1).
- J7. The Department Committee Chair submits online the Department Committee Tenure Recommendation and the Department Committee Promotion Recommendation with detailed rationale by December 1. The applicant may submit a response, using the online submission system, addressing either recommendation of the Department Committee by December 8.

- J8. The Department Chairperson submits online the Department Chairperson Tenure Recommendation and the Department Chairperson Promotion Recommendation by December 1. The applicant may submit a response, using the online submission system, addressing either recommendation of the Department Chairperson by December 8.
- J9. By December 1, the supplemental materials that cannot be submitted online are delivered to the Dean/appropriate manager by the Department Chairperson. If the Department Chairperson fails to submit the materials to TeP, the applicant may submit them (see Appendix 4: FAQ).
- J10. The Dean/appropriate manager shall submit online detailed and separate recommendations for both tenure and promotion of the applicant. In making their tenure recommendation, the Dean/appropriate manager must review all submitted materials including all corresponding Department Committee and Department Chairperson recommendations and applicant responses prior to submitting their recommendations.
- J11. The Dean/appropriate manager submits online their recommendations by December 22. The applicant may submit a response, using the online submission system, addressing either recommendation of the Dean/appropriate manager by January 15.
- J12. The Provost reviews the application for promotion, the Department Committee Promotion Recommendation, the Department Chairperson Promotion Recommendation, and the promotion recommendation of the Dean/appropriate manager prior to submitting online their recommendation. The Provost's recommendation may only address promotion. In the event that the Provost is named as the President's designee for purposes of making decisions about promotions, then the Provost shall not make a recommendation.
- J13. The Provost's detailed recommendation for promotion shall be submitted online by February 1. The applicant may submit a response, using the online submission system, addressing the Provost's recommendation by February 8.
- J14. If the TeP Committee is not satisfied with the justification in the Department Chairperson Promotion Recommendation, the Department Committee Promotion Recommendation, the recommendation of the Dean/appropriate manager, or the Provost's recommendation, the TeP Committee will request additional information or seek clarification from the Department Chairperson, Department Committee, Dean/appropriate manager, or Provost with the nature of the requested clarification in writing. The clarification will be provided in writing. TeP may then evaluate the Department Chairperson Promotion Recommendation, Department Committee Promotion Recommendation, recommendation of the Dean/appropriate manager, or Provost's recommendations and faculty member responses and make its own evaluation.

- J15. For tenure, the TeP Committee reviews all application materials submitted by the applicant, the Department Committee Tenure Recommendation, the Department Chairperson Tenure Recommendation, the tenure recommendation of the Dean/appropriate manager, and all written responses to any tenure recommendations if submitted by the applicant, and judges each application on the basis of the degree to which each applicant has met the criteria appropriate to the current rank of the applicant. Prior to making their recommendation, TeP may request additional information/clarification from any party which has made a recommendation. During the TeP tenure deliberations, the TeP Committee will not seek or consider recommendations regarding tenure from any other manager not already identified above. The TeP Committee makes a recommendation regarding tenure to the President or their designee no later than April 15.
- J16. For promotion, the TeP Committee reviews all application materials submitted by the applicant, the Department Committee Promotion Recommendation, the Department Chairperson Promotion Recommendation, the promotion recommendation of the Dean/appropriate manager, the Provost, and all written responses to any promotion recommendations if submitted by the applicant; and judges each application on the basis of the degree to which each applicant has met the criteria appropriate to the rank to which promotion is sought. The TeP Committee will fully consider the faculty member's Statement of Expectations (SOE) and the DTSM. Prior to making their recommendation, the TeP Committee may consult with any party (e.g. Department Committee, Department Chairperson, Dean/appropriate manager, Provost) which has made a recommendation. The TeP Committee makes a recommendation regarding promotion to the President or their designee no later than April 15.
- J17. Applicants applying for tenure and/or promotion may sign up for an optional short interview with the TeP committee. At the interview, the candidate may respond to the Department Committee Recommendation, Department Chairperson Recommendation, and the recommendations from the Dean/appropriate manager and Provost. Applicants may submit a written clarification of facts relative to these recommendations of no more than two pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets) at the interview, or directly to the TeP Chairperson. All additional documents submitted by applicants will be uploaded to OnBase by the TeP Chairperson and included in the application materials.
- J18. If the TeP Committee recommends against tenure when two or more of the submitted recommendations (Department Committee, Department Chairperson, and Dean/appropriate manager) have been for tenure, the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant and President by April 15. The synopsis should provide an explanation which reflects the basis of TeP's

- recommendation. The applicant may submit, using the online submission system, a clarification of facts relative to the TeP recommendation by April 22.
- J19. If the TeP committee recommends against promotion when three or more of the recommendations (Department Committee, Department Chairperson, Dean/appropriate manager, or Provost) have been for promotion, the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant by April 15. The synopsis should provide a detailed explanation which reflects the basis of TeP's recommendation. The applicant may submit, using the online submission system, a clarification of facts relative to the TeP recommendation by April 22.
 - J20. The President or designee notifies the applicant in writing of their decision no later than May 31 for tenure and no later than July 15 for promotion.
 - J21. If at least two (2) of the three (3) Faculty recommendations (department committee, department chairperson, University-wide committee) are positive with respect to the granting of tenure and the President denies tenure, the applicant shall have the right to grieve the denial of tenure in accordance with the terms of Article 5 (Article 15.E.5.d).

Tenure Only Application for faculty with a Fall anniversary

- F1. By October 1 in the first semester of the fifth (or final) probationary year, probationary faculty members with a fall anniversary are notified by the President to apply for tenure.
- F2. By December 31, the tenure procedure is initiated by the faculty member submitting a letter to the President announcing their intention to apply for tenure and stating the reasons why they should be granted tenure.
- F3. By January 20, the tenure applicant submits all required application materials online (see Section III.B.5 of this document). Supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Committee Chair by this deadline. However, the applicant should try to upload or link to electronic media whenever possible. Supplemental materials that cannot be submitted online are shared between the Department Committee and the Department Chairperson as needed.
- F4. By February 15, the independent recommendations from the Department Committee and Department Chairperson, entitled the Department Committee Tenure Recommendation and Department Chairperson Tenure Recommendation respectively, are submitted online. The applicant may submit, using the online submission system, a response to either recommendation by February 22.
- F5. By February 15, the supplemental materials that cannot be submitted online are delivered to the Dean/appropriate manager by the Department Chairperson. If the Department

Chairperson fails to submit the materials to TeP, the applicant may submit them (see Appendix 4: FAQ).

- F6. The Dean/appropriate manager submits online their tenure recommendation by March 8. In making their recommendation, the Dean/appropriate manager must review all submitted materials including all Department Committee and Department Chairperson recommendations. The applicant may submit, using the online submission system, a response to the recommendation by March 15.
- F7. TeP shall review all tenure applications and recommendations received, and submit its recommendation, together with supplemental materials that cannot be submitted online, and any other data upon which the recommendation is based, to the President or their designee by April 15.
- F8. Applicants applying for tenure may sign up for an optional short interview with the TeP committee before TeP submits their recommendation. At the interview, the candidate may respond to the Department Committee Recommendation, Department Chairperson Recommendation, and the recommendation from the Dean/appropriate manager. Applicants may submit a written clarification of facts relative to these recommendations of no more than two pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets) at the interview, or directly to the TeP Chairperson. All additional documents submitted by applicants will be uploaded to OnBase by the TeP Chairperson and included in the application materials.
- F9. If the TeP Committee recommends against tenure when two or more of the recommendations (Department Committee, Department Chairperson, Dean/appropriate manager) have been for tenure, the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant and President by April 15. The synopsis should reflect the basis of TeP's recommendation. By April 22, the applicant may submit, using the online submission system, a clarification of facts relative to the TeP recommendation.
- F10. The President shall notify in writing each applicant of their decision regarding tenure by May 31. In the event the President does not grant tenure to an applicant, the reasons shall be given to the applicant in writing if requested by the applicant.
- F11. If at least two (2) of the three (3) Faculty recommendations (department committee, department chairperson, University-wide committee) are positive with respect to the granting of tenure and the President denies tenure, the applicant shall have the right to grieve the denial of tenure in accordance with the terms of Article 5 (Article 15.E.5.d).

Tenure Application for faculty with a spring anniversary

Faculty with a spring anniversary submitting an application for tenure can only apply for tenure at that time. They may apply for promotion in the same academic year, but not at the same time as they apply for tenure. To help those faculty with a spring anniversary that wish to apply for promotion in the same year, procedures for sharing and updating the application are provided in this document following the general tenure procedures for faculty with a spring anniversary.

- S1. By February 1 in the first semester of the fifth (or final) probationary year, probationary faculty members with a spring anniversary are notified by the President to apply for tenure.
- S2. By May 1, the tenure procedure is initiated by the faculty member submitting a letter to the President announcing their intention to apply for tenure and stating the reasons why they should be granted tenure.
- S3. By September 10, the tenure applicant assembles an online application dossier in the standard format (see Section III.B.5 of this document). Supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Committee Chair by this deadline. However, the applicant should try to upload or link to electronic media whenever possible. Supplemental materials that cannot be submitted online are shared between the Department Committee and the Department Chairperson as needed.
- S4. By October 1, the independent recommendations from the Department Committee and Department Chairperson, entitled the Department Committee Tenure Recommendation and Department Chairperson Tenure Recommendation respectively, are submitted online. The applicant may submit, using the online submission system, a response to either recommendation by October 8.
- S5. By October 1 the supplemental materials that cannot be submitted online are delivered to the Dean/appropriate manager by the Department Chairperson. If the Department Chairperson fails to submit the materials to TeP, the applicant may submit them (see Appendix 4: FAQ).
- S6. The Dean/appropriate manager submits online their tenure recommendation by October 21. In making their recommendation, the Dean/appropriate manager must review all submitted materials including all Department Committee and Department Chairperson recommendations. The applicant may submit, using the online submission system, a response to the recommendation by October 28.
- S7. TeP shall review all tenure applications and recommendations received, and submit its recommendation, together with the materials that cannot be submitted online, and any

other data upon which the recommendation is based, to the President or their designee by November 21.

- S8. Applicants applying for tenure may sign up for an optional short interview with the TeP committee before TeP submits their recommendation. At the interview, the candidate may respond to the Department Committee Recommendation, Department Chairperson Recommendation, and the recommendation from the Dean/appropriate manager. Applicants may submit a written clarification of facts relative to these recommendations of no more than two pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets) at the interview, or directly to the TeP Chairperson. All additional documents submitted by applicants will be uploaded to OnBase by the TeP Chairperson and included in the application materials.
- S9. If the TeP Committee recommends against tenure when two or more of the recommendations (Department Committee, Department Chairperson, Dean/appropriate manager) have been for tenure, the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant and President by November 21. The synopsis should reflect the basis of TeP's recommendation. By December 5, the applicant may submit, using the online submission system, a clarification of facts relative to the TeP recommendation.
- S10. The President shall notify in writing each applicant of their decision regarding tenure by December 31. In the event the President does not grant tenure to an applicant, the reasons shall be given to the applicant in writing if requested by the applicant.
- S11. If at least two (2) of the three (3) Faculty recommendations (department committee, department chairperson, University-wide committee) are positive with respect to the granting of tenure and the President denies tenure, the applicant shall have the right to grieve the denial of tenure in accordance with the terms of Article 5 (Article 15.E.5.d).

Notes on promotion applications submitted by spring anniversary tenure applicants in the same year as the tenure application

1. On November 1, TeP will submit its recommendation online and forward the supplemental materials that cannot be submitted online to the President.
2. Once the recommendations and materials have been submitted online, the applicant will have until November 6 to update their narratives and curriculum vita. All other items should remain unchanged. There is no requirement that the narratives or vita be updated. Provided the applicant is granted tenure by the President, the electronic application will be used for a promotion. All reviewers will accept the probationary materials submitted as a part of the tenure application to be part of the body of evidence for the promotion application.

3. Once the applications are updated, the Department Chairperson, Department Committee, the Dean/appropriate manager, and the Provost will follow the promotion procedures listed in the Statement of Promotion Policies and Procedures as if the application had been submitted on November 1.

B. Tenure and Promotion Application format

1. It is the responsibility of the applicant to submit all required materials for the application for tenure and/or promotion online. **Applications for tenure or tenure and promotion missing required materials may be disqualified by the Provost.** Files will not be disqualified and applicants will not be penalized if their peers did not conduct the required classroom observations or student evaluations if those missing items were beyond their control. In the event that any party in the evaluation processes believes that the applicant followed the standard format or is missing required information, they will inform the applicant, the President or their designee and the local APSCUF Chapter President. The President or their designee will consult with the applicant, with a notification to the APSCUF Chapter President, to consider the appropriate course of action. When feasible, the applicant will be provided with the opportunity to correct the application within two weeks of notification of the deficiency. If the application is incomplete and it is not correctable, the President or their designee will determine whether the application will continue to be reviewed or whether it will be disqualified, with a notification to the APSCUF Chapter President. If an error was made by the Department Committee, Department Chairperson, or the Dean/appropriate manager that resulted in missing materials or untimely annual evaluations, tenure applications will not be disqualified. This process should be completed within 14 days of notification of the President or their designee.
2. Only material relevant to the tenure and promotion process as defined in Section III.B.5 may be included in the application dossier. Additional materials that the applicant deems relevant may only be included in the supplemental materials. Every effort should be made to reduce to the volume of material submitted (e.g. submit journal articles in the supporting materials rather than the entire journal).
3. In preparing the application, the applicant will develop a clear narrative summary of accomplishments in each of the three categories of evaluation. Concise narratives are especially valuable. Accomplishments achieved during the probationary period or since the last promotion will be weighted more heavily. When referencing scholarly activities, distinction should be made between original work, citations of applicant's work, editorials, and reviews. When referring to committee service, a list of committee assignments, period of service, and a clear description of the specific contributions to the committee should be provided.
4. Supporting material should be referenced in the appropriate section of the application dossier.

5. Required materials for standard application:
The online application dossier for tenure and/or promotion contains the items below. The applicant must submit all versions or examples of the items from the probationary period as applicable.

I. Introduction

- 1) Tenure Application Form (if applying for tenure)
- 2) Promotion Application Form (if applying for promotion)
- 3) Curriculum vita; not to exceed ten pages in 10-point type.
- 4) Relevant Statement(s) of Expectations
- 5) Department Teacher-Scholar Model
- 6) Job description for alternative workload assignment (if any)
- 7) Annual Performance Review(s) and Evaluation(s) including all:
 - a) The application for joint tenure and promotion or for tenure only includes: All probationary evaluations including Department Committee's, Chair's and Dean's/appropriate manager's evaluations for the entire probationary period Years 2—4. (also include Year 1 evaluation for probationary faculty whose Year 1 Evaluation was a formal written evaluation)
 - a. All Department Committee Performance Reviews and Evaluations
 - b. All Department Chairperson Performance Reviews and Evaluations
 - c. All Dean/appropriate manager Performance Reviews and Evaluations
 - b) The application for promotion only includes: Year 1 evaluations including those of the Department Committee, Department Chairperson, and Dean/appropriate manager.

II. Effective Teaching and Fulfillment of Professional Responsibilities

- 1) Applicant's narrative summary of accomplishments, not to exceed six pages
- 2) Official student evaluation reports from all of the above Annual Performance Review(s) (III.B.5.I pt 7)
- 3) All Peer Observations and/or Director's Evaluations from Annual Performance Review(s) and Evaluation(s) required above (III.B.5.I pt 7)
- 4) Evidence of performance not to exceed ten pages total including such things as:
 - a) Syllabi
 - b) Teaching materials
 - c) Evidence of advising effectiveness
 - d) Statement(s) from immediate supervisor(s) not involved in the evaluation or recommendation of the applicant.

III. Continuing Scholarly Growth

- 1) Applicant's narrative summary of accomplishments, not to exceed five pages

IV. Service

- 1) Applicant's narrative summary of accomplishments, not to exceed five pages

V. Index of Supplemental Materials

- 1) A detailed listing of the supporting materials divided into the three areas of teaching, scholarship, and service.
 - 2) A copy of this listing must be included at the front of the supplemental materials to serve as a table of contents. In addition, the supporting materials must be referenced in the Application Dossier.
6. Unofficial student ratings or evaluations of teaching may not be included in the application.
 7. Changes in the Application after the Evaluation has begun.
 - a. Applications for tenure and promotion may not be changed after the due date for the application except as indicated by this policy (sections III.A.3, III.B.1, etc.).
 - b. The following items—Department Committee Promotion Recommendation, Department Committee Tenure Recommendation, Department Chairperson Promotion Recommendation, Department Chairperson Tenure Recommendation, Dean/Manager Promotion Recommendation, Dean/Manager Tenure Recommendation, and Provost’s Promotion Recommendation will be submitted online by each recommender. Similarly, any statements by the applicant in response to one of these recommendations as allowed by this policy or the CBA will be added online to the application dossier using the online submission system as noted in the Procedures (Section III.A).
 - c. In the event of any change in the application other than noted above in 7.b, notice shall be given to the applicant with an opportunity to respond.
 8. Applicants who apply for tenure only, or those whose promotion application was unsuccessful but who had three or more positive recommendations, may apply for promotion (according to the process for Year 2) in the Fall semester after being granted tenure provided that:
 - a. by September 10 of that year, the applicant has notified their chairperson of their intent to apply for promotion; and
 - b. The Year 4 probationary evaluation will be used in place of the Year 1 evaluation for the promotion application.

C. Rules and Regulations for Tenure and Promotion Applications

1. Completion requirements

All requirements for tenure and promotion must be fulfilled by the deadline date of online submission of materials.
2. Deadline dates

All dates for the submission and processing of tenure materials will conform to the dates stipulated in the CBA. Exceptions or additions to those dates will be resolved at Meet and Discuss. The university administration management will notify all faculty of said resolutions in the most expeditious manner available.
3. Conflict of Interest

No person shall participate in the evaluation or recommendation of an applicant that is a member or former member of their immediate family (spouse/domestic partner,

child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law), or a person currently residing in their household.

4. One role per evaluator

A faculty member may serve in only one role as part of another faculty member's evaluation process. If a faculty member has been elected to TeP and is also on the Department Committee or is a Department Chairperson, they must not participate in the TeP discussions and recommendations for that particular faculty member.

5. Sources of evaluation

Each department/unit may consider differences between primary and secondary sources of evaluation in each of the three areas of evaluation. Primary sources are those that are the most reliable or have the most direct evidence/ knowledge.

Secondary sources are those that can be expected to have evidence/knowledge, but the information is less reliable or direct.

6. Evidence

a. Validity and Authenticity

- i. The applicant will certify that all evidence submitted is authentic and valid, by verification as stated on the application form. Submission of invalid and/or not authentic evidence may be grounds to disqualify an applicant for tenure and/or promotion.
- ii. The Department Committee Chair and Department Chairperson should address any questions regarding the authenticity and validity of any evidence, and share the identified areas of concerns with the Provost or their management designee who does not have a formal evaluative role. Applicants will be given the opportunity to respond and/or provide additional evidence subject to the faculty member's right to grieve pursuant to Article 5 of the CBA. Unresolved questions will be noted in the Department Committee and/or Department Chairperson's recommendations.

b. Evidence Required

- i. Applicants will submit any documentary evidence necessary to establish credentials, such as transcripts, to Human Resources.
- ii. The University administration will be the final certification point for degrees and other academic credentials put forward in support of a promotion application and any challenges to the authenticity of documents.
- iii. Applicants will document any accomplishments listed on the vita such as awards, grants, accepted publications, participation in juried shows, or service contributions which they present in support of a promotion application.

c. Allowable Evidence

Information or other evidence, apart from that supplied by the applicant, the Department Committee, Department Chairperson and the Dean may be considered by the TeP Committee only if submitted at the request of the committee.

This material shall be made part of the application and be made available to the applicant who shall be given the opportunity to respond before the TeP Committee makes its recommendation.

d. Challenges to Evidence

- i. The burden of proof to disqualify an applicant on the grounds of false evidence lies with any challenge to the validity or authenticity of evidence submitted. The applicant must be informed of any challenges to their materials and be given an opportunity to refute the challenge.
 - ii. Any investigation, authentication, or verification of suspect material will be made by management and the final decision on the challenge will be made by the President or their designee. The faculty member shall maintain the right to grieve pursuant to Article 5 of the CBA.
 - iii. In the event of a disclosure of misinformation at any stage of the evaluation process, the TeP Chairperson will insert the new information online in the appropriate location, identify the insertion as new material, and notify all previous reviewers of the change. All reviewers who have completed their review of an applicant shall have the opportunity to reconsider their recommendation.
- e. Record Keeping
 - All electronic applications will be archived by management. Physical, supplemental items will be returned to the faculty member after the President has made their decision on Tenure.
- 7. Rights of Applicants
 - a. An applicant for tenure and/or promotion is entitled to be aware of all criteria applied in the evaluation of their performance and any material (including information or evidence) added to or considered in relation to their application. Critiques of her or his performance should be written in clear, unequivocal language and they should be protected against vague charges. Sudden changes in evaluative judgment should be explained by the evaluator(s).
 - b. Each application for tenure and/or promotion will have the right to appear before the Department Committee, Department Chairperson, Dean and TeP Committee to speak on their own behalf prior to the submission of recommendations as described in Section III.
 - c. An applicant will have the right to meet with the TeP Committee Chairperson and at least one other member of the after tenure and/or promotion decisions have been made.
 - d. Nothing in this policy can abrogate the contractual rights of the applicant to due process. An individual will have the right to file a grievance with respect to a tenure decision in accordance with the CBA.
- 8. Presidential Action
 - a. Should the President or their designee have questions about the correctness of any recommendation submitted to them by the TeP Committee, they will provide the committee with an opportunity to meet with the President to discuss the matter. In no event is the President or their designee to act contrary to the recommendations submitted to them without first consulting with the committee.
 - b. The President or their designee will not employ different criteria in their decisions from those specified by this policy.
- 9. Fair Practices

- a. Each department/unit covered by this policy will base all personnel processes and recommendations upon professional standards. A person's race, gender, age, disability, national origin, sexual orientation, political views or affiliations, membership in APSCUF, or religious views or affiliations will not be a consideration in the execution of this policy.
 - b. The Chief Diversity and Inclusion Officer may be present if invited by the TeP Committee when it establishes operational procedures. The Provost and APSCUF Chapter President will also be in attendance.
10. Degree Equivalency
- Holders of professional doctorates, including but not limited to the J.D. degree, shall be deemed eligible for consideration for appointment, tenure, or promotion, provided that they meet other criteria or expectations for appointment or promotion and that their candidacy is in compliance with the Act 182 stipulation that “Graduate degrees and preparation shall be earned in fields related to the service rendered to the college.” Similarly, holders of the M.F.A. degree, when related graduate preparation totals at least 60 semester credit hours, shall be deemed eligible for consideration for promotion, provided that they meet other criteria or expectations for promotion and their preparation and primary assignment are in the studio or performing arts.

IV. APPLICATION OF THE POLICY

Faculty members employed or who declare their intention to apply for tenure after the effective date of this policy will be subject to the policies and procedures set forth in this document. It is agreed that this policy will be in effect for Fall 2020 through Spring 2024. It does not supersede any newly negotiated CBA language for which there should be agreement. All CBA references in this policy refer to the 2019-2023 CBA. Additional review may be necessitated by changes in the CBA or mutual agreement of the parties.

Appendix: WCU Tenure and Promotion Policies and Procedures

Appendices can be modified by mutual agreement of APSCUF and management at local Meet and Discuss without constituting a modification of the tenure and promotion policy.

Appendix 1: Promotion and Tenure Workshop (PTW) Committee

A. Overview

The PTW Committee concerns itself with issues related to evaluation, tenure, and promotion and is charged with providing advice, voluntary training, and assistance (either or both in person and through asynchronous modalities) to individual faculty members, departments and the Tenure and Promotion Committee (TeP). In addition, PTW will make suggestions/recommendations to Management and APSCUF through Meet and Discuss. The PTW Committee is constituted as an advisory body, not a policy-making body.

B. Election

1. The PTW Committee will range from 5 to 10 members who serve staggered 2-year terms. Faculty members serving a regular term shall have already earned tenure. The Committee shall be formulated from the following constituencies:
 - a. A past member of TeP appointed by mutual agreement at Meet and Discuss, a representative from APSCUF, and a manager from Academic Affairs who evaluates faculty.
 - b. Once appointments have been made between 2 and 7 faculty members shall be elected to ensure representation from the following groups:
 - a. the College of Arts and Humanities faculty
 - b. the College of the Sciences and Mathematics faculty
 - c. the College of Education and Social Work faculty
 - d. the College of Health Sciences faculty
 - e. the College of Business & Public Management faculty
 - f. School of Music faculty
 - g. Non-classroom faculty
2. If the PTW Committee should find that they require additional areas of expertise, ad hoc members may be invited to contribute to the Committee for short durations. Such ad hoc members are non-voting members of the Committee, and may be drawn from any faculty constituency.
3. Elections shall occur in April of each year and newly elected/appointed members shall be invited to the final meeting of the academic year, at which time the chairperson of the committee for the next year shall be elected by those individuals continuing in their term for the next year.

C. PTW Chairperson

The PTW Chairperson (or co-chairs) shall be elected by the members of the Committee at the final meeting of the academic year. Normally, at least one of the chairpersons shall have served either on TeP or on the PTW Committee for at least a year.

1. An unexpected vacancy will be remedied by a special election from the same constituency for a replacement to serve out the remaining term of the appointment.
2. Duties of the chairperson shall include:
 - a. Convening the Committee
 - b. Conducting meetings
 - c. Organizing Committee procedures, preparing the Committee calendar, scheduling all discussion meetings.

- d. Scheduling all training and information sessions for university faculty
- e. Meeting candidates desiring further information.
- f. The Committee will be provided with adequate secretarial support by the University.

D. Purpose

The PTW Committee shall serve in the following capacities:

1. Offering voluntary training workshops for faculty seeking tenure and promotion (on-going) as well as training for Department Chairs and Department Committees (as needed)
2. Clarifying the promotion and tenure processes for faculty
3. Observing, reporting, and making recommendations to APSCUF and Management about the tenure and promotion processes; including making suggestions about standard formats for application materials.
4. Regularly check on the availability of relevant promotion and tenure policies and materials for all members of the bargaining unit, including Department Teacher Scholar Models (DTSMs).
5. Develop a broadly defined DTSM framework, subject to review, modification, and approval at local Meet and Discuss, which will encompass all DTSMs and serve to assist PTW in the review of DTSMs.
6. Provide all departments with the DTSM framework.
7. Provide voluntary training sessions and assistance as needed to departments in the preparation and revision of DTSMs.
8. Review DTSMs in accordance with Appendix 3 of this policy.
9. Develop a schedule for systematic review of DTSMs.

E. Operation of the Committee

The Committee develops and offers voluntary workshops in faculty development and evaluation for faculty, Department Chairs, Department Committees, and appropriate administrators, and the processes and procedures of faculty review at West Chester University. Workshops will be held in Fall and Spring semesters.

1. The Committee reviews DTSMs and provides assistance to Department Chairs, Deans, and faculty interested in the revision of DTSMs.
2. At the last local Meet and Discuss meeting of the academic year, the PTW Chairperson will give a report with a summary of the committee's activities carried out during that year, observations on the operation of the evaluation system, and recommendations for substantive changes in the evaluation, tenure, and promotion process.

Appendix 2: Tenure and Promotion (TeP) Committee

A. Overview

The TeP Committee will consist of eleven tenured faculty members: two members elected from the College of Business and Public Management, two members from the College of Education and Social Work, two members from the College of The Sciences and Mathematics, two members from the College of Health Sciences, one member from the humanities departments of the College of the Arts and Humanities, one member elected from the departments of Art and Design, Theatre and Dance, and the School of Music, and one member elected from among the faculty in the University College, University Libraries, Counseling Services, and all other non-classroom faculty. One half of the classroom faculty will be elected each year. No more than one member from any department may serve on TeP. No more than one member from a school within a college may serve on TeP. TeP members who have AWA assignments that create a conflict of interest or potential influence over the evaluation process must resign or recuse themselves from the committee. The TeP Committee will review applications for tenure and promotion separately.

B. Election

1. The APSCUF campus elections committee will ensure that all regular faculty are eligible to participate in the nomination and election process for the TeP Committee. All election procedures will conform to the rules of the APSCUF Nominations and Elections Committee.
3. Members of the committee will be nominated to represent their respective constituencies for two-year terms. Elections for each member will be University-wide. Election to the committee will be effected upon an absolute majority vote and not upon a mere plurality. A majority will be calculated upon the total number of votes cast in that election.
4. One half of the classroom faculty will be elected each year. The non-classroom member will be elected in the even numbered years. New members will be elected in April to take office on August 1.
5. In case of a resignation or sudden vacancy from the committee, a special election will be conducted to replace the constituent seat for the remainder of the term.

Appendix 3: Review of DTSMs

1. Upon receipt of a DTSM at local Meet and Discuss, the DTSM shall be referred to PTW for review.
2. The PTW committee will do a general review of the DTSM and provide specific feedback to the department on issues such as clarity, depth, and efficacy.
3. If as part of that review, the PTW committee finds that the DTSM contains language that violates the CBA or section II.E of the Tenure and Promotion Policy, the DTSM shall be returned to the department with an indication of the problem. Notification shall also be sent to local Meet and Discuss for informational purposes.
 - a. The PTW committee will identify exemplary DTSMs and, with the departmental permission, share those models with other units.
 - b. The PTW committee will provide assistance to departments if requested.
 - c. Following PTW review, the DTSM will become public (e.g. posted on the web, available in the library, etc.)

This review is non-precedent setting, cannot be used as justification for limiting the contractual rights of a faculty member or APSCUF to grieve pursuant to Article 5 any and all parts of a DTSM or decision based in whole or in part on a DTSM, and cannot be construed to interfere with the right of management to direct the faculty in accordance with law and, in particular, to assign courses and duties consistent with the faculty member's area of expertise as allowed by the CBA.

Appendix 4: FAQ

This FAQ is provided for the benefit of all parties in the tenure and promotion process. The answers provided herein are not considered part of the policy, but clarification of the intent of the policy.

Q1: What does XXXX mean?

Answer:

SOE	Statement of Expectations, see Section II.B
CBA	Collective Bargaining Agreement also known as the faculty contract
DTSM	Department Teacher-Scholar Model, see Section II.E
APSCUF	Association of Pennsylvania State College and University Faculties also known as the faculty union
Meet and Discuss	the contract mandated meeting between local management and local union leadership
TeP	Tenure and Promotion Committee, the university wide tenure and promotion recommendation committee, see Section I.B
PTW	Promotion and Tenure Workshop Committee, see Section I.A and Appendix I

Non-Classroom Faculty includes faculty in Athletics (not coaches), Counseling and Psychological Services, the University's Libraries, and University College.

Examples of tangible scholarly products are discussed in the Criteria by Rank (I.D.) under Assistant Professor and are understood to apply to Associate and Full Professors as well.

Q2: I had student evaluations done in all the sections I taught in Year 1 of the promotion process, but I don't have 5 or more reports. What do I do?

Answer: If there are fewer than 5 Reports available, all Official Student Evaluation Reports from the most recent semester prior to the Year One Review must be included. This process is repeated until a minimum of 5 reports are included.

To avoid having out of date student evaluation data, we strongly recommended that tenured faculty plan ahead and request that a complete set of student evaluation data be given closer to Year I of their next anticipated promotion application.

Q3: May I apply for promotion if I am on sabbatical in Year 1 of a promotion cycle?

Answer: While nothing in the CBA bars you from applying during a sabbatical, this local policy relies upon data collection in the first year of a two-year process. To allow faculty to apply for promotion during a sabbatical, some advance planning is recommended.

If you are on sabbatical for one semester in Year I of the cycle (fall or spring), the first semester of student evaluation and peer observations will be collected in the previous spring (e.g., one semester early).

Example 1 : faculty member applies for promotion in Fall 2020 and has a sabbatical planned for the same semester. Faculty has official student and peer observations in Spring 2020 and Spring 2021.

Example 2: faculty member applies for promotion in Fall 2020 and has a sabbatical planned for Spring 2021. Faculty has official student and peer observations in Spring of 2020 and Fall of 2020.

If you are on a year-long sabbatical leave there will be no data to collect in support of your application. Therefore, you should plan on taking a year-long sabbatical during the second year of the promotion cycle (i.e., submit the application on November 1 the Fall you are on sabbatical).

Q4: What if I believe my Department Teacher Scholar Model does not represent me?

Answer: First, you should express that concern to your Department Chair. If you do not get a response or you feel uncomfortable pursuing the issue with your Department Chair, you should send your concerns to the PTW committee. Try to be as specific as possible. Finally, you may address these concerns in the narrative part of your application. Again, you should be as specific as possible and provide rationale for your view. While the DTSM is an important part of the tenure and promotion process, it does not override the CBA, the local Tenure and Promotion Policy, or your Statement of Expectations.

Q5: If I submit a joint tenure and promotion application, which rank description applies?

Answer: For tenure, the description for the rank that you currently hold; for promotion, the description for the rank to which you are applying.

Q6: If I have AWA, what is the best way to provide evidence?

Answer: You should provide AWA sheets, including any relevant comments or lists of duties attached, in your application binder. An evaluation done by your supervisor may also be submitted as evidence in the application along with AWA. These may or may not be available

depending on the amount of AWA given or the supervisor, and the lack of this report will not be used by TeP as a lack of evidence. Be sure to have a discussion with your supervisor so they know that you may want this information in your application.

Letters from peers referring to work in such AWA situations are not considered as official review, though they may appear in supplemental materials.

Q7: Can I apply for promotion before I apply for tenure?

Answer: Previous WCU policies barred applications for promotion before tenure, but the current agreement allows it. Faculty who believe they meet the role model for the next higher rank should apply following the appropriate process in the policy. It should be noted that this is a two-year process, and that tenure is awarded at the rank at time of application. Faculty seeking promotion before tenure should follow the guidelines listed in the policy for tenured faculty members seeking promotion.

Appendix 5: Meet and Discuss Process for SOE Resolution

- 1) If the Dean/appropriate manager sent the issue to M&D:
 - a) At the next regularly scheduled Meet and Discuss meeting, management will present the rationale for the modifications they are proposing.
 - b) At the following M&D meeting, APSCUF, on behalf of the faculty member, will accept the modification, provide an alternative modification, or give a rationale for rejection of the modification. Failure of APSCUF or the faculty member to respond will be considered agreement to the modification.
 - c) If the faculty member agrees to the modification proposed by management or management agrees to the alternative modification proposed by the faculty member, the SOE will be considered official. The Department Chair may choose to sign the modified SOE or choose to sign a statement that the modified SOE is being made official with his/her objection.
 - d) Otherwise, the SOE will remain unmodified. A copy of the latest version of the unapproved SOE will be attached to the minutes of the M&D meeting.

- 2) If the faculty member sent the issue to M&D:
 - a) At the next regularly scheduled Meet and Discuss meeting, the faculty member will present the rationale for the modifications they are proposing.
 - b) At the following M&D meeting, management will accept the modification, provide an alternative modification, or give a rationale for rejection of the modification. Failure of management to respond will be considered agreement to the modification.
 - c) If management agrees to the modification proposed by the faculty member or the faculty member agrees to the alternative modification proposed by management, the SOE will be considered official. The Department Chair may choose to sign the modified SOE or choose to sign a statement that the modified SOE is being made official with his/her objection.
 - d) Otherwise, the SOE will remain unmodified, A copy of the latest version of the unapproved SOE will be attached to the minutes of the M&D meeting.

- 3) No part of this process can be used to diminish the grievance rights of a faculty member pursuant to Article 5 of the CBA with regard to the SOE or use of the SOE in evaluation, tenure, or promotion.

Appendix 6: Conflict of Interest – Evaluations, Tenure, and Promotion

To: All Faculty

From: R. Lorraine Bernotsky, Executive Vice President and Provost
M. Rimple, President, Local APSCUF

Cc: Deans, Academic Department Contacts

Re: Conflict of Interest – Evaluations, Tenure, and Promotion (Reaffirmed 2019)

Based on the Collective Bargaining Agreement and the Tenure and Promotion Policies, the following principles have been developed so as to reduce the potential for a conflict of interest surrounding faculty evaluations and the tenure and promotion processes:

- No faculty member can do their own evaluations.
- A faculty member in the promotion process (Year 1 or Year 2) may not serve on TeP.
- The APSCUF President or Grievance Chair may not, during the term of his/her office serve on TeP.
- Department chairs are considered faculty and are bound by the same constraints.
- A Faculty Member or Chair going up for promotion - should not serve on department committees evaluating another faculty member for promotion (a substitute chair would need to be selected.)
- A Faculty Member or Chair going up for promotion may serve on department committees evaluating another faculty member for the probationary period (years 1-4).
- A Faculty Member or Chair going up for promotion – may do evaluations for: *tenured faculty 5th year – who are not on the faculty member’s or chair’s evaluation committee, and regular parttime, or temporary faculty.*
- An *untenured* Faculty Member or Chair – should not evaluate other tenured or tenure track faculty members (no probationary evaluations, no tenure recommendations, no promotion recommendations, and no tenured faculty 5th year evaluations.)
- An *untenured* Faculty Member or Chair – may evaluate temporary or regular part-time faculty.
- A Faculty Member or Chair (tenured) having their 5th year evaluation - should not evaluate any faculty member who is on their evaluation committee.
- A tenured faculty member/chair having their 5th year evaluation may evaluate tenure track probationary faculty and do tenure and promotion recommendations.

- Consistent with the CBA, no faculty member or Chair may observe, evaluate, or make a recommendation for retention, tenure, promotion, or sabbatical for him/herself or a member of his/her family household.

This policy may create difficult circumstances, especially in small departments. APSCUF and the Provost will review appeals on a case by case basis.

Effective beginning Fall, 2008. Revised Fall 2014. **Reaffirmed Fall 2019.**