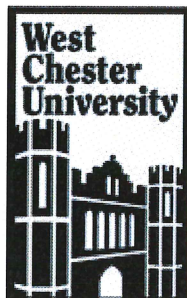


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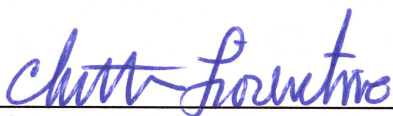


WEST CHESTER UNIVERSITY OF PENNSYLVANIA

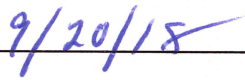
TENURE POLICY

Effective Fall 2018 through Spring 2021

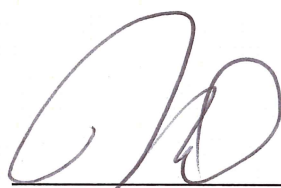
The attached Tenure Policy is herewith approved:




Christopher Fiorentino
President, West Chester University



Date



Mark Rimple
President, Local APSCUF



Date

WEST CHESTER UNIVERSITY TENURE POLICY

PHILOSOPHY OF EVALUATION

The process of faculty evaluation is intended to promote continuing professional growth and academic excellence. In addition, it provides 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 teaching and professional responsibilities, scholarly growth, and service. While activities intended to improve one's performance are valued, they cannot be evaluated. It is expected that the benefit of such activities will be realized by improved performance ratings.

Summative evaluation, one purpose of which is making tenure and promotion decisions, is a process of accumulating data that is evaluated by competent observers. 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 measures of 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. Evaluation instruments both specify the criteria on which judgments are made and assure that the evaluation procedure is conducted equitably. It must be remembered that numerical ratings are subjectively assigned and do not denote nor imply precision.

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.

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.

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 to individual faculty members, departments, and the Tenure and Promotion Committee (TeP). The PTW Committee will range from 5 to 7 tenured members representing the colleges and non-classroom faculty. Detailed information on the role and composition of the PTW Committee is given in Appendix 1 of the WCU Promotion Policy.

B. Tenure and Promotion Committee (TeP)

1. TeP Committee Composition and Election

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.

Members of the committee will be nominated by their respective constituencies for two-year terms, one half of the classroom faculty to be elected each year. The non-classroom member will be elected in the even numbered years. Elections for each member will be University-wide. Election to the committee will be effected upon an absolute majority of the votes cast and not upon a mere plurality.

New members will be elected in April and take office on August 1. A vacancy will be filled by a new election. 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 APSCUF campus elections committee will ensure all regular faculty are eligible to participate in the nomination and election process for the TeP Committee. All other election procedures will conform to the rules of the APSCUF Nominations and Elections Committee.

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.

2. Chair of the TeP Committee

The Committee will elect a Chairperson from committee members who have completed at least one year of service in one or more consecutive terms. The election of the Chairperson for the following academic year will take place during the preceding spring term. 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. convening the Committee (The first meeting will be a training session with the PTW Committee and will occur during the week preceding the start of the fall semester);
- b. 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 policy and procedures and the approved statement of promotion policies and procedures;
- e. requesting and receiving all pertinent information, testimony, or other evidence requested by the University-wide committee;
- f. normally, acting as the individual responsible for reviewing candidates' official personnel files, when necessary (This does not preclude the other members of the committee from reviewing personnel files if they so desire.);
- g. notifying applicants of their right to appear before the committee and organizing the candidates' interview meetings;
- h. notifying the Provost and APSCUF Chapter President of any missing documents in the promotion file and collecting and filing any additional items from the applicant according to mutual agreement between APSCUF and the Provost;
- i. receiving and tabulating all committee members' individual scores;
- j. for tenure, communicating to each candidate TeP's recommendation/non-recommendation for tenure and then conveying the list of recommended and non recommended candidates to the President or his/her designee and the APSCUF Chapter President; and
- k. meeting with candidates desiring further information.
- l. As custodian in charge of implementing the local Promotion Policy and CBA, the TeP Chairperson may not create or promulgate rules outside of this policy that serve to hinder or bar access from the promotion process.

The committee will be provided with adequate secretarial support by the University.

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

- a. The TeP Committee will be responsible for considering and making recommendations to the President or her/his designee on all tenure applications.
- b. 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 of his/her immediate family (spouse, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law), or a person residing in his/her household. If one of the above conflicts should arise, a committee member must resign and not simply recuse him/herself.
- c. 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 Recommendation Committee or is the Department Chair he/she must not participate in TeP discussions and recommendation for that particular faculty member. They are not required to resign from TeP.
- d. The members of the TeP Committee will be under obligation to review carefully and in detail only those materials for tenure submitted under Section III of this document. 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.

- e. The TeP Committee will review only those applications and supporting materials specified under Section III of this document and received from the departments/units and will judge each application on the basis of the degree to which the candidate has met the criteria appropriate to tenure. The TeP Committee will notify every candidate for tenure of his/her right to meet with the committee. The TeP Committee will offer any candidate who wants such a meeting a list of proposed dates.
- f. Candidates will have access to copies of all documents reviewed by the TeP Committee relevant to the candidate's own case and to a list of sources of information considered by the committee relevant to the candidate's case.
- 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. A.J14, 15, and 16 of this document. 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 candidate in accordance with the candidate's Statement of Expectations and Department Teacher-Scholar Model(s). The TeP Committee Chairperson will notify each candidate of his/her right to meet with the committee and provide a list of proposed dates. Following the candidate meetings, the members of the TeP Committee will meet again to discuss each candidate. After this meeting, each faculty member will be evaluated within each of the three performance review categories within the following constraints:

- a. Each committee member will privately rate each candidate for tenure as Meets Professional Standards or Does Not Meet Professional Standards in each of the three categories of Teaching, Scholarly Growth, and Service. At the same time, each committee member will privately indicate if they favor a recommendation For or Against tenure for the candidate.
- b. If a majority of the TeP members voting indicate a recommendation For tenure, the candidate shall be recommended by TeP; conversely, if a majority of the TeP members voting indicate a recommendation Against tenure, the candidate 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 candidate will be recommended for tenure.
- c. The TeP Chairperson shall keep a record of the vote counts.
- d. The results will be submitted to the President or her/his designee and the APSCUF Chapter President in a list showing those candidates recommended for tenure and those candidates recommended for denial of tenure; final vote counts will not be supplied.

The candidate must be apprised in writing of the TeP Committee's recommendation prior to the submission of the recommendation to the President or her/his designee. The TeP Chairperson will keep a record for 1 year of the candidate's votes received in each category and will make the vote count available to the candidate upon his/her request.

- e. Faculty who apply for promotion at the same time as applying for tenure will be scored separately for promotion in accordance with the guidelines in the promotion policy.
- f. At the President's or his/her designee's request, the recommendations given to him/her will be supported in sufficient detail to enable him/her to know the grounds upon which TeP reached its conclusion in each case. In the event the President or his/her designee rejects a recommendation of the TeP Committee, that committee will be notified in writing and will be given an opportunity to discuss the matter with the President. Candidates for tenure will be notified in writing of the President's decision by May 31 (December 31 for those with January anniversary dates).

C. Department Recommendation Committee

1. Department/Unit Recommendation Committee Composition and Election

- a. Whenever any faculty member of a department/unit has indicated his or her intent to seek tenure, that department/unit must identify a recommendation committee to consider the application(s) for tenure. 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 recommendation 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 recommendation committee:
 - 1) Full-time tenured faculty members of the department/unit. The Department Chair shall not be a member of the committee.
 - 2) 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 his/her intention to seek promotion will serve on a Department Recommendation Committee.
- e. No faculty member shall serve on a Department Recommendation Committee when he/she or a member of his/her immediate family or a person residing in his/her household is an applicant for promotion. Immediate family is defined as spouse, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law.

2. Application Procedures

Each department/unit recommendation 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 Committee

- a. To meet prior to the deadline for submission of applications for tenure to the TeP Committee and consider all applications for tenure;
- b. To notify each applicant of his/her 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 any evidence submitted by the applicant and to prepare a summary statement on the merits of these for inclusion with its recommendation.
- d. To review all of the evidence available and submit a detailed recommendation, entitled the Department Committee Tenure Recommendation, for each applicant in writing to the TeP Committee that shall contain specific references to the evidence considered by the committee on the basis of which the recommendation was made.
- e. To submit online by the deadline provided in Section III (December 15 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; and
- f. To submit a full list of applicants from the department/unit to the chair of TeP.

D. Department Chairperson

1. Responsibilities of the Department Chairperson

- a. To ensure that a Department Recommendation Committee is in place for all tenure applicants by the dates provided above, section I.C.1.a.
- b. To ensure that each Department Recommendation Committee has met and chosen a chair prior to the date when application materials are due to the committee.
- c. To ensure that the applicant is aware of the name of the chair of the Department Recommendation Committee reviewing his or her application prior to the date when application materials are due to the committee.
- d. To receive the tenure applications and supporting documentation from department faculty members and immediately notify the Department Recommendation Committee.
- e. To review all of the evidence available and submit a detailed recommendation, entitled the Department Chairperson Tenure Recommendation, for each applicant in writing to the TeP Committee that shall contain specific references to the evidence considered by the Department Chairperson on the basis of which the recommendation is made.
- f. To advise each applicant of his/her right to request a meeting with the Department Chairperson prior to the chairperson making his/her recommendation(s);
- g. To provide all applicants with a copy of his or her recommendation and provide them with the reasons for his or her recommendation; and
- h. To submit the full list of applicants from the department/unit to the chair of TeP.

2. Restrictions on the Department Chairperson

- a. No Department Chairperson shall evaluate his/her own application for tenure or the application of a member of his/her immediate family or a person residing in his/her

household. Immediate family is defined as spouse, child, step-child, parent, step-parent, 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 chair (usually the assistant chair, a chair from a related department, or a previous chair) 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 other applicable laws are:

Professor--an earned doctorate (including JD and MFA with 60 graduate credits for faculty in the studio or performing arts); 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.

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. No promotions shall be granted prior to two years of teaching experience at the University. No promotion shall be granted prior to the achievement of tenure.

B. Statement of Expectations

1. Prior to employment, a Statement of Expectations will be developed by the Department Chair 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 Statement of Expectations 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 Statement of Expectations is intended to guide the faculty member in carrying out her/his professional work and meeting his/her responsibilities. Consequently, the Statement of Expectations should indicate criteria by which the quality of the faculty member's performance can be evaluated. 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 Statement of Expectations 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 II.C.3 University-wide Model for ranges of weights). The entire probationary period will be evaluated 50% teaching /primary responsibility, 35% scholarship, and 15% service. Relative weights may be modified by mutual agreement between the faculty member, chair, and Dean/appropriate manager upon achievement of tenure and/or thereafter upon modification of the Statement of Expectations. A Statement of Expectations 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, his/her Statement of Expectations will be reviewed, reaffirmed or modified by joint agreement of the faculty member, the Department Chair, and the Dean or appropriate manager. Faculty members are encouraged to review their Statement of Expectations annually. The Statement of Expectations 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 Chair, and the Dean or appropriate manager. Each modified Statement of Expectations 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 Statement of Expectations 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 Statement of Expectations 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 Statement of Expectations 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 Chair, and the Dean or appropriate manager will each be responsible to keep a copy of the current, valid Statement of Expectations, which will be provided by the Dean/appropriate manager to APSCUF upon request.

C. 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 candidate and the department to provide empirical evidence documenting the quality of past performance and future promise. The burden of responsibility is on the candidate and the department to provide appropriate documentation.

1. Tenure

- 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 rank and/or Statement of Expectations; or an inability/unwillingness to work effectively with colleagues.
- b. It is incumbent upon the candidate 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 Statement of Expectations 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 Statement of Expectations 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 candidate has made service contributions of sufficient number and quality to be commensurate with his/her rank.

2. Minimum criteria

- a. Failure to fulfill the conditions of employment specified in the Statement of Expectations 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. 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.

3. University-wide Faculty Role Model

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

Effective Teaching & Fulfillment of Professional Responsibilities (50%)

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. 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 will be evaluated based on 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 (35%)

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, especially undergraduates, 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 on-going research; participation in one-person or invitational shows; juried shows and premier 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); significant 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 significant 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%)

Definition

Service is defined as voluntary activities that contribute to the profession, the university, and/or the community.

Areas of evaluation

1. *Faculty Service* evidence of accomplishment in this area includes the quality of voluntary service on department, college, and/or university 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 for Tenure 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 his/her 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 his/her 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 Department Teacher-Scholar Model(s) is designed to provide guidance to faculty.
2. The Department Teacher-Scholar Model does not supersede an individual's Statement of Expectations and is not construed as a checklist of faculty expectations or necessary accomplishments.
3. The Department Teacher-Scholar Model(s) must be consistent with the university-wide role model and the CBA.
4. Department Teacher-Scholar Model(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. If within a single department, different faculty expertise exists, the Department Teacher-Scholar Model 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.
5. When a Department Teacher-Scholar Model is created or modified, a copy of the created/modified Department Teacher-Scholar Model 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 Department Teacher Scholar Models will continue to be a part of the promotion process and must be submitted to Meet and Discuss by January 30, 2019.
6. The Department Teacher-Scholar Model 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 2 of the WCU Promotion Policy addresses the process for review of Department Teacher-Scholar Models.

III. PROCEDURES

A. Application procedures

All required tenure application materials are submitted to the secure document server, designated below as “submitted online”.

Joint Tenure and Promotion Application for faculty with a fall anniversary

- J1. By October 1st 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. At the beginning of the last probationary year the applicant submits all required application materials online (see Section III. B. 6. of this document). All materials required in the dossier must be submitted online by November 1. Supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Committee Recommendation Chair by this deadline, however, the applicant should try to upload or link to electronic media whenever possible.
- J3. A fifth-year Performance Review and Evaluation will be completed as required in the Collective Bargaining Agreement (Article 12, sections A--F) with the following modifications.
 - a. The Department Evaluation Committee Chair submits the yearly Department Evaluation Committee evaluation by October 21st to the Department Chair, Dean/appropriate manager, and the faculty member.
 - b. The Department Chair submits the yearly Department Chair evaluation by October 28th to the Dean/appropriate manager and the faculty member.
 - c. The Dean/appropriate manager completes their yearly evaluation by December 10th and submits a copy to the Department Chair, the Department Evaluation Committee, and the faculty member. The Dean/appropriate manager submits the entire evaluation packet online where it is available for review by the Department Chair, the Chair of the Department Recommendation Committee(s), and the applicant.
 - d. In all cases, the faculty member shall be provided the opportunity to meet with the Department Evaluation Committee Chair, Department Chair, and Dean/appropriate manager as described in Article 12.C.1.c. of the CBA prior to the final report. Written responses to the Department Evaluation Committee’s evaluation must be provided by November 1 and included in the tenure and promotion application as part of the 5th probationary year Performance Review and Evaluation.
- J4. By December 31st, the faculty member will submit a letter to the President with a copy to his/her department announcing his/her intention to apply for tenure and stating the reasons why he/she should be granted tenure. A faculty member may include a copy of this letter in his or her online application provided a copy of the letter is sent to the President on or before November 1st. Please see III.B.6 for more information on including the letter.

- J5. The Department Recommendation Committee, Department Chair and Dean/appropriate manager review the application and write independent recommendations. For faculty applying for tenure and promotion, the Department Recommendation Committee and the Department Chair should submit separate recommendations for both promotion and tenure. The Dean's recommendation may only address promotion. In the event the applicant is a Department Chairperson, the department shall select the Assistant Chair, another faculty member in the department, or a faculty member from another department acceptable to the department and the administration to substitute for the Department Chairperson in the process. If the acting chair is someone not in the department, management will inform APSCUF of the selection.
- J6. The Chair will submit a full list of applicants to the appropriate Dean or manager and the chair of TeP 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.
- J7. The Department Recommendation Committee chair submits the Department Committee Tenure Recommendation online and the Department Committee Promotion Recommendation with detailed rationale by December 15. The supplemental materials that cannot be submitted online will be given to the Department Chair by December 15, and will be shared as needed between the Department Chair and the Dean/appropriate manager. The Department Committee Tenure Recommendation and the Department Committee Promotion Recommendation shall be provided simultaneously to the applicant who may submit a written statement to TeP addressing the committee's promotion recommendation by January 15. Unless the applicant specifies differently, the written response to the promotion recommendation will be provided to the Provost for his/her review.
- J8. The Department Chair submits the Department Chair Tenure Recommendation and the Department Chair Promotion Recommendation online by December 22. The Department Chair Tenure Recommendation and the Department Chair Promotion Recommendation shall be simultaneously provided to the applicant, who may submit a written statement to TeP addressing (only) the Chair's promotion recommendation by January 15. Unless the applicant specifies otherwise, the written response to the promotion recommendation will be provided to the Provost for her/his review.
- J9. The Dean/appropriate manager shall submit an independent, detailed recommendation for promotion of the applicant. In making his/her independent recommendation, the Dean/appropriate manager is not permitted to review the Department Committee Promotion Recommendation or the Department Chair Promotion Recommendation prior to submitting his/her recommendation to TeP.
- J10. Dean/appropriate manager submits his/her recommendation by December 22. The detailed recommendation for promotion by the Dean/appropriate manager shall be simultaneously provided to the applicant, who may submit a written statement to TeP addressing the promotion recommendation by January 15. Unless the applicant specifies otherwise, the written response will be provided to the Provost for her/his review.

- J11. The applicant may request a meeting with the Department Chair and/or Dean/appropriate manager prior to them making their final promotion 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. The Chair/Manager shall maintain a consistent policy for all applicants in their unit.
- J12. 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 his/her recommendation online by February 1. 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 simultaneously provided to the applicant, who may submit a written statement to TeP addressing the Provost's recommendation by February 7.
- 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, and the Department Chair Tenure Recommendation; and judges each application on the basis of the degree to which each candidate 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 Dean, other manager, or Provost. The TeP Committee makes a recommendation regarding tenure to the President or his/her designee no later than April 1st.
- J16. For promotion, the TeP Committee reviews all application materials; the recommendations from the department evaluation committee, the Department Chair, the Dean/appropriate manager and the Provost; and any letters if submitted from the applicant addressing the promotion recommendations from the Dean/appropriate manager and the Provost the Department Committee Promotion Recommendation, the Department Chairperson Promotion Recommendation, the recommendation of the Dean/appropriate manager, the Provost's recommendation, and any responses from the applicant addressing these recommendations; and judges each application on the basis of the degree to which

each candidate 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 and the DTSM. Prior to making their recommendation, the TeP Committee may request additional information/clarification from any party (e.g. Department Evaluation Committee, Chair, Dean/appropriate manager, Provost) which has made a recommendation. The TeP Committee makes a recommendation regarding promotion to the President or his/her designee no later than April 15th.

- 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 Tenure Recommendation and Department Chair Tenure Recommendation including a written clarification of facts relative to these recommendations of no more than 2 pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets).
- J18. If the TeP Committee recommends against tenure when both of the recommendations included with the application 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 8. The synopsis should provide an explanation which reflects the basis of TeP's recommendation. By April 15, the applicant may submit to the President a written clarification of facts relative to the TeP recommendation.
- J19. If the TeP Committee recommends against promotion when 3 or more of the recommendations included with the application have been for promotion, the TeP Chairperson will provide a written synopsis of the reasons for their recommendation to the applicant by May 1. The synopsis should provide a detailed explanation which reflects the basis of TeP's recommendation. The applicant may submit a response to the President by May 8.
- J20. The President notifies the applicant in writing of her/his decision for tenure no later than May 31st and no later than July 15th for promotion.

Tenure Only Application for faculty with a fall anniversary

- F1. By October 1st 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. A fifth-year Performance Review and Evaluation will be completed as required in the Collective Bargaining Agreement (Article 12, sections A--F).
 - a. In particular, the Department Evaluation Committee Chair submits the yearly Department Evaluation Committee evaluation by November 1st to the Department Chair and the faculty member.

- b. The Department Chair submits the yearly Department Chair evaluation by November 8th where it will be made available to the Dean/appropriate manager and the faculty member.
 - c. The Dean completes a written evaluation report and provides a copy to the Department Chair, the Department Evaluation Committee Chair and the faculty member by December 15th.
 - d. In all cases, the faculty member shall be provided the opportunity to meet with the Department Evaluation Committee Chair, Department Chair, and Dean/appropriate manager as described in Article 12.C.1.c. of the CBA prior to the final report.
- F3. By December 31st, the tenure procedure is initiated by the faculty member submitting a letter to the President announcing his/her intention to apply for tenure and stating the reasons why he/she should be granted tenure. A faculty member may include a copy of this letter in his or her online application. Please see III.B.6 for more information on including the letter.
- F4. By January 20th, the tenure applicant assembles an application online in the standard format (see Section III B. 6. of this document). Supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the Department Recommendation Committee Chair by this deadline. However, the applicant should try to upload or link to electronic media whenever possible. These supplemental materials that cannot be submitted online are shared between the Department Recommendation Committee and the Department Chair throughout the process.
- F5. By February 15th, the independent recommendations from the Department Recommendation Committee and Department Chair, entitled the Department Committee Tenure Recommendation and Department Chair Tenure Recommendation respectively, are submitted online, and the supplemental materials that cannot be submitted online are delivered to TeP. If the Department Chair fails to submit these additional supplemental materials to TeP, the applicant may submit these materials (see FAQ, WCU Promotion Policy Appendix 4). Copies of these recommendations will also be provided simultaneously to the applicant.
- F6. 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 his/her designee by April 1st.
- F7. Each applicant shall have the right to meet with TeP to speak on his/her behalf before TeP submits its recommendations to the President or his/her designee. At the interview, the candidate may respond to the Department Committee Tenure Recommendation and Department Chair Tenure Recommendation including a written clarification of facts relative to these recommendations of no more than 2 pages (10pt, single spaced, 1" margins).
- F8. If the TeP Committee recommends against tenure when both of the recommendations included with the application 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 8. The synopsis should provide an explanation which reflects the basis of TeP's recommendation. By April 15, the applicant may submit to the President a written clarification of facts relative to the TeP recommendation.

- F9. The President shall notify in writing each applicant of his/her decision regarding tenure by May 31st. 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.

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 1st 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. A fifth or final year probationary Performance Review and Evaluation will be completed as required in the Collective Bargaining Agreement (Article 12, sections A—F).
- a. The Department Evaluation Committee Chair submits the yearly Department Evaluation Committee evaluation to the Dean/appropriate manager and the faculty member by April 1st.
 - b. The Department Chair submits the yearly Department Chair evaluation to the Dean/appropriate manager and the faculty member by April 8th.
 - c. The Dean/appropriate manager completes a written evaluation report and uploads a copy of it in addition to the evaluation packet by April 15th with a copy to the Department Chair, the Department Evaluation Committee Chair and the faculty member.
 - d. In all cases, the faculty member shall be provided the opportunity to meet with the Department Evaluation Committee Chair, Department Chair, Dean/appropriate manager as described in Article 12.C.1.c. of the CBA prior to the final report
- S3. By May 1st, the tenure procedure is initiated by the faculty member submitting a letter to the President announcing his/her intention to apply for tenure and stating the reasons why he/she should be granted tenure. A faculty member may include a copy of this letter in his or her online application. Please see III.B.6 for more information on including the letter.
- S4. By September 10th, the tenure applicant assembles an online application dossier in the standard format (see Section III B. 6. of this document). Supplemental materials that cannot be reasonably delivered online (e.g., completed books) may also be delivered to the

Department Recommendation Committee Chair by this deadline, however, the applicant should try to upload or link to electronic media whenever possible. The supplemental materials that cannot be submitted online are shared between the Department Recommendation Committee and the Department Chair throughout the process.

- S5. The Department Recommendation Committee and Department Chair each write a separate, independent tenure recommendation, entitled the Department Committee Tenure Recommendation and Department Chair Tenure Recommendation respectively, based on the applicant's application. These documents are submitted online by October 1st.
- S6. By October 1st the supplemental materials that cannot be submitted online are delivered to TeP by the Department Chair. If the Department Chair fails to submit the materials to TeP, the applicant may submit them (see FAQ, WCU Promotion Policy Appendix 4). Copies of the recommendations will also be provided simultaneously to the applicant.
- 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 her/his designee by November 1st.
- S8. Each applicant shall have the right to meet with TeP to speak on her/his behalf before TeP submits its recommendations to the President or his/her designee. At the interview, the candidate may respond to the Department Committee Tenure Recommendation and Department Chair Tenure Recommendation including a written clarification of facts relative to these recommendations of no more than 2 pages (10pt, single spaced, 1" margins, two one-sided or one two-sided letter size sheets).
- S9. If the TeP Committee recommends against tenure when both of the recommendations included with the application 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 8. The synopsis should provide an explanation which reflects the basis of TeP's recommendation. By November 15, the applicant may submit to the President a written clarification of facts relative to the TeP recommendation.
- S10. The President shall notify in writing each applicant of her/his decision regarding tenure by December 31st. 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.

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

- 1. On November 1st, 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 6th to update their narratives and curriculum vita. All other items should remain unchanged. There is no requirement that the narratives or vita be updated.

3. Once the applications are updated, the Department Chair, Department Recommendation 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 1st.
4. All reviewers will accept the 5th (or last) probationary year Performance Review and Evaluation as substitute for the year 1 Performance Review and Evaluation. Official student evaluations from the 5th (or last) probationary year will be accepted as a substitute for the year 1 official student evaluations. Other items contained in the application dossier not included in the Table of Contents will be accepted without penalty and may be considered by the reviewers.
5. Provided the applicant is granted tenure by the President, the electronic application will be used for a decision promotion, if applicable, according to the local Promotion Policy; once the tenure and promotion cycle is complete, management will be archived and kept of permanent file.
6. The Department Chair, Department Recommendation Committee, Dean/appropriate manager, Provost, and President will share the supplemental materials that cannot be submitted online as necessary.

B. Tenure Application format

1. It is the responsibility of the applicant to submit the application for tenure or tenure and promotion in the standard application format. **Applications for tenure or tenure and promotion not following the standard format and/or missing required materials may be disqualified.** Files will not be disqualified and candidates will not be penalized if his/her peers did not conduct the required classroom observations or student evaluations if those missing items were beyond his/her control. In the event that any party in the evaluation processes believes that the applicant has not followed the standard format or is missing required information, they will inform the applicant, the President or his/her designee and the local APSCUF President. The President or his/her designee will consult with the applicant and the APSCUF President to consider the appropriate course of action. When feasible, the applicant will be provided with the opportunity to correct the application. If the application is incomplete and it is not correctable, the President or his/her designee in consultation with the APSCUF President will determine whether the application will continue to be reviewed or whether it will be disqualified. If an error was made by the Department Committee, Department Chair, 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 his/her designee.
2. Only material relevant to the tenure and promotion process as defined in Section III. B. 6. may be included in the application dossier. Additional materials that the candidate 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 candidate 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. **Table of Contents for standard application format:**

The application dossier for tenure or joint tenure/promotion contains the items below in the order listed. The candidate should submit all versions or examples of the items from the probationary period.

I. Introduction

- 1) Tenure Application Form
 - a) letter to the President of intent to apply for tenure (optional)
 - b) letter from President or his/her designee indicating approval to seek early tenure (if appropriate)
- 2) Promotion Application Form (if joint Tenure/Promotion application)
- 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) If the application is for joint tenure and promotion or for tenure only then include: All probationary evaluations including Department Committee's, Chair's and Dean's/appropriate manager's evaluations, for the entire probationary period years 1—5 in order
 - All Department Committee Performance Reviews and Evaluations
 - All Department Chair Performance Reviews and Evaluations
 - All Dean/appropriate manager Performance Reviews and Evaluations
 - b) If the application is for promotion only then include: Year 1 evaluations including those of the Department Committee, Chair, and Dean/appropriate manager.

II. Effective Teaching and Fulfillment of Professional Responsibilities

- 1) Candidate'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.6 part I.7)
- 3) All Peer Observations and/or Director's Evaluations from Annual Performance Review(s) and Evaluation(s) required above (III.B.6 part I.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) Executive summaries of Annual reports or excerpts of reports generated through AWA
 - e) Executive summaries of assessment reports

- f) Statement(s) from immediate supervisor(s) not involved in the evaluation or recommendation of the applicant.

III. Continuing Scholarly Growth

- Candidate's narrative summary of accomplishments, not to exceed five pages

IV. Service

- Candidate'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.
7. Unofficial student rating data evaluations of teaching should not be included in the application.
 8. Changes in the Application after the Evaluation has begun.
 - a. Applications for tenure and promotion may not be changed after the application is submitted on November 1 except as indicated by this policy (sections III.A.14, III.B.1, III.B.9, etc.).
 - b. The following items—Department Committee Promotion Recommendation, Department Committee Tenure Recommendation, Department Chair Promotion Recommendation, Department Chair Tenure Recommendation, Dean/Manager Promotion 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 to the application dossier by the TeP Chairperson as they are received.
 - c. In the event of any change in the application other than noted above in 8.b, notice shall be given to the applicant with an opportunity to respond.
 9. Applicants that apply for tenure (or tenure and promotion if promotion was unsuccessful) may apply for promotion beginning at year 2 in the fall semester after being granted tenure provided:
 - a. Official student evaluation data is collected in all classes during the fall and spring semesters of the academic year he or she applies for tenure and peer observations are completed as required in the CBA;
 - b. By April 10th of the year in which her or she applies for tenure, the applicant notifies his or her chairperson of his or her intent to apply for promotion beginning at year 2 in the following year; and
 - c. Following the procedures of Article 12 of the CBA and using the newly available student evaluations and peer observations, the department evaluation committee, Department Chairperson, and Dean or appropriate manager complete a Performance Review and Evaluation of the applicant by April 21, April 28, and May 15, respectively. Failure of the department committee, Department Chair, or Dean to complete the evaluation in a timely manner will be subject to review under the provisions of Section III.B.1 of this agreement.)

C. Rules and Regulations Applying to Applications for Tenure

1. Completion requirements

All requirements for tenure must be fulfilled by the deadline date of submission of materials to the department evaluation committee chairperson.

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 of his/her immediate family as defined by the CBA, or a person residing in his/her 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 Recommendation Committee or is a Department Chair he/she 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 promotion.
- ii. The Department Recommendation Committee Chair should address any questions regarding the authenticity and validity of any evidence to the applicant giving her/him 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 Recommendation Committee Tenure Recommendation.

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, testimony, or other evidence, apart from that supplied by the applicant, the department/unit chair, the department committee, 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 his/her materials and be given an opportunity to refute the challenge.
 - ii. Any investigation, authentication, or verification of material will be made by management and the final decision on the challenge will be made by the President or his/her 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 at the appropriate location in the application dossier, identify the insertion as new material, and notify all previous reviewers of the change. All reviewers who have completed their review of an applicant candidate shall have the opportunity to reconsider their recommendation.
- e. Record Keeping

All electronic applications will be archived by management and kept on permanent file. Physical, supplemental items will be returned to the faculty member after the President has made his/her decision on Tenure.
- 6. Rights of Applicants for Tenure (see Promotion Policy for Rights of Applicants for Promotion)
 - a. An applicant for tenure is entitled to be aware of all criteria applied in the evaluation of his/her performance and any material (including information, testimony, evidence) added to or considered in relation to his/her application. Critiques of her or his performance should be written in clear, unequivocal language and she/he should be protected against vague charges. Sudden changes in evaluative judgment should be explained by the evaluator(s).
 - b. Each applicant for tenure will have the right to appear before the TeP Committee to speak on his/her own behalf prior to the submission of the recommendation by the TeP Committee as described in Section III.A.
 - c. An applicant will have the right to meet with the committee chair and at least one other member of the TeP Committee after tenure decisions have been made.
 - d. Nothing in this policy can abrogate the contractual rights of the candidate 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 his/her designee have questions about the correctness of any recommendation submitted to him/her by the TeP Committee, she/he will provide the committee with an opportunity to meet with the President to discuss the matter. In no event is the President or his/her designee to act contrary to the recommendations submitted to him/her without first consulting with the committee.
 - b. The President or his/her designee will not employ different criteria in his/her decisions from those specified by this policy.

9. Social Equity

- 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, or religious views or affiliations will not be a consideration in the execution of this policy.
- b. The TeP Committee will share with the University Chief Diversity and Inclusion Officer procedures and data used and recommendations made at each level of the process.
- c. The Chief Diversity and Inclusion Officer may be present if invited by the TeP Committee when it establishes operational procedures. The Chief Diversity and Inclusion Officer may be present if invited by applicant(s) during meetings with applicants to ensure compliance with affirmative action principles.

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 2018 through Spring 2021. It does not supersede any newly negotiated CBA language for which there should be agreement. All CBA references in this policy refer to the 2015—2018 CBA. Additional review may be necessitated by changes in the CBA or mutual agreement of the parties.