

WEST VIRGINIA UNIVERSITY - POTOMAC STATE COLLEGE
PROMOTION AND TENURE GUIDELINES

Approved by WVU-PSC Faculty Assembly
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I. INTRODUCTION

The West Virginia University - Potomac State College (WVU-PSC) Promotion and Tenure Guidelines complement and align with the West Virginia University Procedures for Faculty Appointment, Annual Faculty Evaluation, Promotion, and Tenure. The Guidelines are designed to direct procedures, establish college-wide standards and conventions, and codify the procedures to be followed in conducting faculty evaluations.

College and division level evaluations must conform to the rules and procedures promulgated by West Virginia University (WVU) and its Board of Governors. Therefore, faculty members, division chairs, college-wide evaluation committees, and the administrative level evaluators (only the Campus President, the Dean of Academic Affairs, or the Associate Dean of Academic Affairs) must familiarize themselves with the contents of these Guidelines, the WVU Procedures document, relevant rules of the Board of Governors, and the evaluation schedule approved by the Dean of Academic Affairs and Campus president.

The purpose of the workload planning and evaluation process is to promote faculty development and achievement, clarify faculty goals, inform annual assignments that reflect the short and long-term vision of the college, and provide consistent and clear criteria for performance-based salary increases and for promotion and tenure recommendations, as applicable. The workload planning and evaluation process is to be both evaluative and developmental.

Annual evaluations are conducted at the division level, college-wide level, administrative level, and when action is recommended (promotion, tenure, Emeritus status, termination) at the University level. Several components are considered in the faculty evaluation process. Included among them are the:

- Letter of appointment and subsequent memoranda of understanding;
- Current curriculum vita;
- Annual Workload Plan and percentages;
- Faculty Evaluation File, including the faculty member's productivity reports and relevant documentation;
- Materials generated as a consequence of the faculty evaluation process;
- Rebuttals and responses.

II. APPOINTMENT LETTER AND ASSIGNMENTS

The appointment letter defines broad expectations of the position, including percentages of the assignment normally allocated to teaching, service, and professional growth and development. The expectations and

percentages differ depending on the category of the faculty appointment. Each percentage expresses the value placed on the activity and not necessarily the time or effort devoted to it.

Tenure-Track and Service faculty positions are promotable. In such cases, the appointment letter identifies the areas of significant contribution in which meritorious performance is required as well as the timeline for promotion. In some cases, the letter may give an individual with previous relevant experience (normally in a similar position) the option to count achievements at their previous institution toward promotion at West Virginia University-Potomac State College.

A. Tenure-Track Faculty

For Tenure-Track faculty, the appointment letter normally defines the position as 50 percent teaching, 30 percent service and 20 percent professional growth and development. Faculty can request a change of their second category to professional growth and development (30 percent) and their third area changed to service (20%). Regardless of percentages, Tenure-Track faculty members are normally expected to make significant contributions in their first area, at least important contributions in their second area and at least reasonable contributions in their third area. Tenure-Track Faculty will be evaluated through the WVU-PSC evaluation process.

Initial Tenure-Track appointments normally are made at either the rank of Assistant Professor and require a terminal degree in a relevant field or the rank of Instructor and require at least a master's level degree in a relevant field.

Appointment with tenure is possible. This is most likely when an individual is recruited for a senior position or for a named professorship.

B. Service Faculty

The prefix "Service" is applied to faculty members at WVU-PSC whose assignment is at least 60 percent service, professional growth and development is 5 to 10 percent and the remainder is teaching. Normally, teaching by Service faculty members is limited to 2 courses or equivalent per semester.

The College authorizes Service faculty positions when an ongoing need for significant service and instruction is anticipated. Although Service positions are not eligible for tenure, they are eligible for promotion. To be promoted, significant contributions are required in the area of service and teaching and at least reasonable contributions are required in professional growth and development. Service Faculty will be evaluated through the WVU-PSC evaluation process.

C. Librarian-Track Faculty

The prefix Librarian-Track is applied to faculty members at WVU-PSC whose assignment is primarily to the library with a portion of the assignment for teaching. The Librarian-Track Faculty will be evaluated through the WVU Library evaluation process.

D. Nursing Faculty

The prefix Nursing is applied to faculty members at WVU-PSC whose assignment is to teach BSN courses on the WVU-PSC campus. The nursing faculty will be evaluated through the WVU School of Nursing evaluation process.

E. Other Faculty

WVU-PSC has two additional categories of faculty. Some are appointed to meet short term instructional needs without anticipating a long-term commitment; these include Visiting Faculty and Adjuncts. None of these temporary, non-Tenure Track positions is eligible for promotion.

1. Visiting Faculty

Visiting Faculty appointments normally are limited to a total of 3 years. At 1.0 FTE, a Visiting appointment normally carries a teaching load of 15 contact hours (or equivalent) per semester. Visiting faculty members may, at any time during or after an appointment, apply for a permanent faculty position at WVU-PSC (or elsewhere) if one is posted, but a Visiting appointment per se is not a prelude to a permanent position and entails no promise of such a position.

2. Adjunct Faculty

Adjunct (part-time paid) faculty appointments are made by the Dean of Academic Affairs at the request of the Division Chair. The Chair (a) attests that the candidate for an Adjunct appointment has the support of the division's faculty, (b) summarizes the candidate's qualifications and anticipated contributions to the division, and (c) provides a copy of the candidate's vita and completed Faculty Certification documentation. Adjunct faculty are not to exceed .80 FTE.

III. ANNUAL WORKLOAD PLANNING PROCESS

A. Annual Review and Planning Process

Annual faculty assignments are documented in the Annual Workload Plan and recognize that different faculty members contribute in different ways. Annual Workload Plans reflect collaborative discussion between the faculty member and the Division Chair in which they review progress and set goals and expectations for the period typically covered in the next evaluation. Faculty members in the Tenure-Track and Service categories must participate in this formal process of review and planning, with the result being an Annual Workload Plan signed by the faculty member and the Division Chair and submitted to the Office of the Dean of Academic Affairs for final approval. The purpose of the Annual Workload Plan is to guide and mentor faculty activities throughout the review period. It is not to be used in a punitive manner. This document may be subject to change based upon faculty needs, division needs, and/or college needs.

B. Departures from the Appointment Letter

The percentage allocation of a faculty member's teaching, service, and professional growth and development expectations is stipulated in the appointment letter as described in Section II above. Annual percentages may be adjusted in accord with local circumstances and documented in the Annual Workload Plan.

If a temporary reallocation of effort from service or teaching to professional growth and development is warranted, the Division Chair has the discretion to make a change of 10 percentage points (e.g., from 50 in teaching, 30 in service, 20 in professional growth and development to 40 in teaching, 40 in service, 20 in professional growth and development). Reallocation of more than 10 percentage points requires the written approval of the Dean of Academic Affairs.

A common reason for reallocating effort is the granting of a sabbatical leave or a professional development program, as described in Section III.C below.

C. Reallocating effort

If a change in percentage is to be maintained on a more-or-less permanent basis, the change should be recorded in a memorandum of understanding. Normally the memorandum is prepared in the Office of the Dean of Academic Affairs based on input from the Division Chair and faculty member, and signed by the Dean of Academic Affairs and the faculty member.

Regardless of percentages, expectations for promotions and tenure remain as described in the appointment letter unless formal approval is granted for a change in the area of significant contribution. The process is described in Section XI of the *WVU Procedures* document and requires approval by the Dean of Academic Affairs, the Campus President, and the WVU Provost. In the case of Tenure-Track faculty members, a change in the area of significant contribution can be considered only after tenure is awarded.

IV. The Faculty Evaluation File

Faculty members are responsible for reporting and documenting their achievements in teaching, service, and professional growth and development in the Faculty Evaluation File. It is incumbent upon faculty members to provide evidence that (a) demonstrates that they have carried out their assignment, and (b) informs the evaluator(s) of the quality of their work.

For purposes of annual evaluation, the Faculty Evaluation File is closed for the review period on the college-specified deadline date. For purposes of evaluation for promotion, tenure, or termination, the File closes on the last business day of the calendar year. Only materials generated by the faculty evaluation process may be added to the File after it is closed.

If work at a previous institution is credited toward tenure or promotion at WVU, the faculty member includes it in the Faculty Evaluation File as evidence of performance for the credited length of time prior to appointment at WVU. Such evidence might not be taken into consideration in the initial annual evaluations, but it is likely to be important to the cumulative evaluation and criteria to be important in the career evaluation in which tenure or promotion (or both) is at stake.

The contents of each Faculty Evaluation File are organized by category in Digital Measures.

A. Administrative Data

Administrative data includes: (a) the faculty letter of appointment (if applicable); (b) current curriculum vita; (c) Annual Workload Plans and other documents that may describe or modify a faculty member's assignment (e.g. memoranda of understanding, subsequent letters of agreement); (d) annual evaluations and any written responses; (e) other information and records of an administrative nature that the Division Chair or Academic Dean may wish to include and (f) annual curriculum and productivity reports.

The Division Chair is responsible for Items a, c, d. The faculty member is responsible for Item b and f. Of particular importance are the productivity reports (see Section IV.E below).

B. Teaching

Teaching is documented in a variety of ways to demonstrate a faculty member's overall contribution the teaching mission of WVU-PSC. Documentation of each course must include, at a minimum, the syllabus

and student evaluation of instruction (eSEIs or other). Additional evidence of excellence in teaching may be proven through a variety of factors including but not limited to assessment of student learning outcomes, the collective judgment of students, student advisees, and/or mentees; and of peer and Chair evaluations of instructor performance. It might also include analysis of course content, evaluation of products related to teaching such as textbooks or multi-media materials, the development or use of instructional technology and computer-assisted instruction, pedagogical scholarship in referred publications and media of high quality, studies of success rates of students taught, or other evidence deemed appropriate by the division and college.

Faculty are strongly encouraged to provide more detailed evidence of the content and quality of the course in addition to student evaluations of instruction. After the first semester of employment, faculty are expected to supply proof of assessment of learning outcomes.

C. Service

Service is defined as activity that draws on the faculty member's professional expertise, which has some relation to the division, WVU-PSC, West Virginia University, the profession, or the local community and/or region. Faculty members submit evidence of service that aligns with the expectations of their appointment and their annual assignment.

At Potomac State College, acceptable service activities shall include, but not be exclusive to activities applicable to the following: 1) public services relevant to the faculty member's area(s) of expertise that are provided to groups and/or agencies within the WVU-PSC service area, the State of West Virginia, and/or the nation (REQUIRED); 2) duties essential to the faculty member's academic department that are not teaching related; 3) active participation in the governance structure of the College including, but not exclusively, serving on WVU-PSC committees and/or councils, performing administrative assignments, and serving as a WVU-PSC representative on West Virginia University and State level committees and/or councils; and 4) participation in WVU-PSC recruitment and retention activities designed to promote the College or designed to enhance the academic experiences of WVU-PSC students in which the faculty member's participation contributes to said promotion or enhancement.

No faculty member shall be judged as excellent or good in service whose service activities do not include activities in category 1 and in at least three of the four categories outlined above. However, rare exceptions to the normal practice may occur when a faculty member provides extraordinary and extended service to the college in one specific area of service or when a faculty member provides exceptional service in two areas. These exceptions would be identified and assigned in advance.

When evaluating the quantity of service presented, consideration may be given as to whether or not the service is one of the regular duties of the faculty member.

Private consulting apart from the University normally is not submitted to the Faculty Evaluation File. Faculty members are encouraged to review consulting agreements with the Office of Sponsored Programs (Morgantown campus), and to develop a contract with the University when appropriate, so that consulting is no longer private and can be considered as faculty activity. Exceptions must be clearly defined in the Annual Workload Plan.

D. Faculty Development

Activities related to professional growth and development, research, scholarship, and/or creative work are documented in a variety of ways to demonstrate a faculty member's overall ability to stay current in their

discipline and/or research interests. This includes activities in support of professional growth and development in the teaching profession.

Quality is considered more important than mere quantity. Faculty members are expected to undertake a continuing program of studies, investigations, or creative works that result in growth and development as a professional and demonstrate currency in the field. If professional growth and development is the second area of emphasis, understand this will be rated more stringently. For further detail, refer to the WVU-PSC *Evaluation Guidelines Rubric*.

E. Faculty Productivity Reports

Faculty members must submit (with administrative data) a productivity report that summarizes, in a format that is standard across the college, the individual's assignment, curriculum vita and their contributions in teaching, service, and professional growth and development. The submission must include a productivity report and a narrative summary that places the reported activities and associated documentation in context.

1. Types of Reports

There are two kinds of productivity reports covering different time periods. The start and end dates should be indicated in each report.

a. Annual Report: This report typically covers the most recently completed year of work. At times, the length of time for the File may differ.

The faculty member must submit a report every year to facilitate annual performance evaluations. In some years, faculty members must also submit an additional report to facilitate a more integrative evaluation of the faculty member's progress toward tenure or promotion (cumulative report) or the faculty member's success in meeting the standards for tenure or promotion (career report).

b. Promotion/Tenure Report: This report summarizes accomplishments to be considered in an application for promotion or tenure. If the appointment letter allows credit toward tenure or promotion for teaching, service, or professional growth and development done before starting at WVU-PSC, the credited work also is included in the career report.

F. Inventory and Security of Files

Files created in Digital Measures or other WVU-PSC electronic format will be maintained in an appropriately secure manner.

Older paper files will have security such that once an item is entered into the Faculty Evaluation File, it must not be removed; all inventories must be retained. Records of faculty productivity at WVU-PSC, whether physical or electronic, must be maintained in a way that preserves the integrity. Normally, physical files must not be removed from administrative office suite where they are housed.

V. The Division Evaluation

The division evaluation is the first level of the evaluation process. The Division Chair will evaluate each faculty member and make an assessment with recommendations. In making a recommendation for tenure, the Division Chair shall take into account the long-range staffing pattern of the division. The Division Chair must provide the faculty member with an electronic copy of any written evaluation. An additional copy of

any electronic evaluations will be placed in the faculty member's evaluation File.

The Office of Academic Affairs will review Division Chairs at the first level of evaluation.

VI. College-Level Evaluation

A. Composition of College Wide Review Committee

The WVU-PSC College Wide Review Committee (hereafter, "CWRC") consists of 3 members elected at the first division meeting of the academic year, one from each of the 3 divisions (Applied Sciences, Liberal Arts, and STEM), with 2 members and an alternate elected from the entire faculty at large. The Campus President serves as *Chair pro tem* to call the first meeting. The Chair is nominated by standing members during the first meeting. It is recommended that the Chair is a tenured faculty member and has at least 1 year of recent prior experience on the Committee.

To be eligible to serve, an individual must be full-time tenured (or equivalent service) and the majority of the committee must be at the Associate Professor or Professor rank. Division Chairs and faculty that are being considered for promotion are not eligible to serve. Any faculty member with an immediate family member or other household member who is a qualified adult being considered for promotion, tenure or termination is not eligible to serve. If a division has no eligible members who are able to serve, then the Campus President, in consultation with the Division Chair, will determine an alternate method of selection.

If a member becomes incapacitated after the committee has been formed, the WVU-PSC Campus President will determine if it is expedient to replace the member. If in the opinion of the Campus President, time permits, the same procedure should be used to replace a member as was used to select the member. If time does not permit an election, the Campus President may select a member after consultation with the appropriate Division Chair or Faculty Assembly Chair (in the case of an at-large member). If the Campus President determines there is no expedient way to replace the member, the remaining members will serve as the CWRC.

B. Committee Procedures

The CWRC shall review each faculty File, all recommendations forwarded from the Division Chair, and any rebuttals or other responses made by the faculty member. The CWRC employs the standards described in the WVU *Procedures* document and these *Guidelines*. The CWRC makes its recommendations to the Administrative level based on evidence in the Faculty Evaluation File as forwarded, plus materials generated as a consequence of the faculty evaluation process.

The CWRC keeps its deliberations and the information contained in the Faculty Evaluation File strictly confidential. An exception to this rule is allowed if the CWRC or a member of the CWRC needs to report an apparent violation of WVU, PSC or divisional procedures. In such a case, the committee or member may disclose to the institutional officials with a need to know (e.g., the Division Chair, Academic Dean, Campus President, Provost, as appropriate) the information necessary to describe this violation.

If any committee member needs to recuse themselves from a File review, that member may do so. The Alternate at-large member will then take the member's place for that File review. The recused member must not be present during the CWRC deliberations regarding that evaluation and should not participate in the evaluation in any way. When this proviso affects the Chair, another member of the committee serves as acting Chair for that single deliberation.

The CWRC must provide the faculty member with an electronic copy of any written evaluation. An

additional copy of any electronic evaluations will be placed in the faculty member's evaluation File.

VII. Administrative Level Evaluation

Either the Campus President, the Dean of Academic Affairs or the Associate Dean of Academic Affairs may perform the annual administrative level evaluation. If the File includes a career report (promotion, tenure, Emeritus status, termination), then the Campus President shall conduct the review. The Evaluator will review evaluations and recommendations from Division Chairs and the CWRC, and make an assessment, in writing, with unequivocal recommendations for each faculty member. The faculty member shall be informed, in writing, by the Evaluator of the evaluation and recommendations. An additional copy of any evaluations (either hard copy or electronic) will be placed in the faculty member's Evaluation File.

All recommendations for a faculty member regarding promotion, tenure or a terminal contract are forwarded to the University Provost.

VIII. The Evaluation Process

All evaluation files shall undergo a three-level review process (the first level is the Division Chair, the second level is the CWRC, and the third level is administrative). Files including a career report will undergo a fourth level (University).

A. General Standards

Each evaluation level should follow the written standards of evaluation that are informed and guided by the *WVU Procedures* document.

Evaluation of performance in each area of assignment is assessed as "Excellent" (characterizing performance of high merit), "Good" (characterizing performance of merit), "Satisfactory" (characterizing performance sufficient to justify continuation but, not sufficient to justify promotion or tenure for areas of expected significant or important contribution), or "Unsatisfactory". If there is not enough information in the file to warrant a meritorious rating (excellent or good), a rating of "satisfactory" or lower is appropriate. If there is no evidence in the file to document a particular activity, a rating of "unsatisfactory" is appropriate.

B. Annual Evaluation

The annual evaluation serves as a tool for faculty development at all ranks, regardless of tenure status. All faculty members receive annual evaluations from the Division Chair and the CWRC. In addition to rating performance in the areas of assignment, the annual evaluations normally include recommendations to continue the faculty member at their current rank (a terminal contract is recommended by voting against continuation). This recommendation is omitted in a year when a cumulative evaluation is conducted. In those cases, a recommendation on continuation (or some suitable substitute, such as a recommendation for promotion) is made as part of the evaluation process.

C. Career Evaluation and Standards for Promotion or Tenure

A career evaluation normally is conducted when a faculty member seeks promotion or tenure. It is based on the career report as described above in Section IV.C.1.b of these *Guidelines* as well as evidence in the Faculty Evaluation File. In addition to rating performance in the areas of assignment, the evaluation includes a recommendation regarding promotion and, in the case of probationary Tenure-Track faculty members, a recommendation regarding tenure.

1. Tenure-Track Faculty

For Tenure-Track Faculty members, a recommendation in favor of tenure or promotion normally requires significant contributions in teaching, at least important contributions in service (or professional growth and development, depending on the particular faculty member's area of emphasis) and at least reasonable contributions in professional growth and development (or service, depending on the particular faculty member's area of emphasis) as defined in Section X ("Criteria for Promotion and Tenure") of the WVU *Procedures* document.

For faculty members whose Critical Year has been extended through BOG rules, the standards for promotion and tenure are the same regardless of the time frame under which the faculty member is reviewed. Evaluations at all levels must take this into consideration.

2. Service Faculty

A Service faculty member and the Division Chair may normally choose to initiate consideration for the first promotion during the sixth year (with promotion effective beginning year 7), or later.

For a Service faculty member, promotion depends on significant contributions in service and teaching. At least reasonable contributions are required in professional growth and development.

D. Evaluation for Emeritus Status.

A faculty member is considered for Emeritus status when his or her retirement is announced and, normally, after at least 10 years of full-time service to WVU-PSC. A faculty member who meets these criteria and requests Emeritus status during the annual review is evaluated by the Division Chair and the CWRC. If the faculty member's overall contributions to WVU-PSC are judged as meritorious, the evaluators submit to the Campus President their recommendations in favor of Emeritus status along with a brief description of the contributions that warrant the recommendation. The evaluations can be based upon a review of the faculty member's vita or other suitable summary of his or her contributions; a career report is not required. The final decision is made by the WVU Provost.

Faculty members who are awarded Emeritus status retain their professional titles. In every case, the term "emeritus" follow the rank and title (e.g., "Associate Professor Emeritus," "Service Professor Emeritus").

IX. REBUTTALS TO FACULTY EVALUATIONS

Faculty members may submit formal reactions to evaluations from all levels of review. The reactions fall into 2 general classes: "responses" in the general case and "rebuttals" in specific situations. These are described in more detail in the WVU *Procedures* document.

Each evaluation letter must advise the faculty member of the appropriate type of reaction that is available to them, as follows:

A. Rebuttals

When the evaluation includes a recommendation regarding tenure, promotion, or termination, the evaluation should include a statement advising the faculty member of their right of rebuttal at the next level. In a Division Chair-level evaluation, the statement should say that “If you wish to challenge this evaluation, you may submit a rebuttal to the College Wide Review Committee within 5 working days of your receipt of this evaluation.” And so on for each level of the evaluation process.

B. Responses

Responses to annual reviews at the division level may be submitted at any time. Evaluations without a recommendation regarding tenure, promotion or termination should say, “You may, at any time, submit a response to this evaluation to your Division Chair or the Dean of Academic Affairs, in accordance with the WVU Procedures for Faculty Appointment, Annual Faculty Evaluation, and Promotion and Tenure document.”