

**WEST VIRGINIA UNIVERSITY  
POLICIES AND PROCEDURES FOR ANNUAL FACULTY EVALUATION, PROMOTION  
AND TENURE**

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with

**SPECIFIC GUIDELINES FOR  
WEST VIRGINIA UNIVERSITY INSTITUTE OF TECHNOLOGY  
2012-2013  
[Revised 05/02/2012]**

*NOTE: Since West Virginia University Institute of Technology (WVU Tech), a division campus of West Virginia University (WVU), is a unique instructional unit within the university system, specific faculty evaluation guidelines are appropriate. The germane sections of the WVU Policies and Procedures for Faculty Evaluation, Promotion and Tenure appear verbatim throughout this document along with specific guidelines, procedures, and requirements specific to WVU Tech. (Authorized by WVU Office of the Provost 6/25/07; adjustments approved by WVU Office of the Provost 05/02/2012)*

**I. INTRODUCTION**

The ability of a university to function, progress, develop excellence, and serve society depends on both the individual performance of each faculty member and the collective performance of the faculty as a whole. Thus, the success and reputation of a university are highly dependent upon the talents that exist among its faculty and how effectively those talents are marshaled to accomplish the institutional mission. To achieve and maintain high quality, a comprehensive faculty evaluation system is essential. Properly administered, this system will encourage professional growth of individual faculty members, assure retention of those faculty members who demonstrate a high level of scholarship and academic performance, and permit appropriate recognition of achievement.

The work of faculty members as independent professionals is not easily categorized or measured. The evaluation of faculty must be guided by principles and procedures designed to protect academic freedom and to ensure accuracy, fairness, and equity. This document outlines these broad principles and establishes the rigorous and common procedures necessary to maintain these qualities in the faculty evaluation process.

Consistent with this document, colleges and schools on the Morgantown campus, divisions reporting to the Morgantown campus, and other appropriate units such as the Extension Service and the University Libraries shall supplement these guidelines with more detailed descriptions and interpretations of the criteria and standards, which can be more rigorous, that will apply to faculty members in the particular unit when approved by the WVU Provost.

West Virginia University at Morgantown is the State's comprehensive, doctoral degree granting, land-grant institution. Potomac State College and WVU Tech participate in the university's tripartite mission of teaching, research and service. Accomplishing this mission in an environment of respect for diversity requires a creative, collective intermingling of individual faculty talents. Annual evaluation, promotion in rank, and the granting of tenure are acts of critical importance both to ~~members of the academic community and to the welfare of the university.~~ The annual evaluation process contributes to the improvement of faculty members and the university and is both evaluative

and developmental. Retention, tenure, and promotion decisions reward individual achievement, and also shape the University for decades.

## **II. GENERAL PRINCIPLES OF FACULTY EVALUATION: PROCESS, CRITERIA AND STANDARDS**

### **A. The Faculty Evaluation Process**

The faculty evaluation process at WVU Tech is designed to assist the campus in attracting promising faculty members, helping them reach their potential, rewarding their proficiency, continuing their productivity and professional development throughout their careers, and retaining only those who are outstanding. The process has three distinct components:

1) Annual Evaluation

Annual evaluation provides an opportunity to review a faculty member's past performance and to develop future goals and objectives; it forms the basis for any annual merit salary raises and other rewards. Cumulatively, annual evaluations establish a continuous written record of expectations and performance that will encourage professional growth and provide support for retention, promotion, tenure and other recognition.

2) Evaluation for Promotion in Rank

Promotion in rank recognizes exemplary performance of a faculty member. The evaluation for promotion in rank provides the opportunity to assess a faculty member's growth and performance since the initial appointment or since the last promotion.

3) Evaluation of Tenure-Track Faculty for Tenure

For an award of tenure, a tenure-track faculty member undergoes a particularly rigorous evaluation involving an assessment of accumulated accomplishments and the likelihood that the faculty member's level of performance will be maintained.

Responsibility for faculty evaluation is shared by members of the institution's community. Primary responsibility for the quality and presentation of an individual's work lies with the particular faculty member. Faculty colleagues participate in annual evaluation and review for promotion and/or tenure through membership on department, college, and regional campus committees and on the University Promotion and Tenure Advisory Panel. Independent reviews at the college and institutional levels assure fairness and integrity in the application of appropriate standards and procedures among departments and colleges. The legal authority and responsibility of chairpersons, deans, the Campus Provost, and the WVU Provost also enter into the determination of academic personnel decisions as do the needs and circumstances of the department, college, and division.

### **B. Criteria**

Faculty members are expected to contribute to the missions of specific departments, colleges or other academic units and are to be judged accordingly. Consequently, the evaluation of faculty is to occur in relation to the faculty member's particular roles at the institution. Accomplishments of the faculty member are judged in the context of these roles.

Collectively, faculty members teach, advise, engage in scholarly and creative activity, publish and disseminate their research findings and new knowledge, and provide public, professional, and

institutional service. The extent to which a faculty member's responsibilities emphasize the university's mission will vary.

In the approved letter of appointment, the Campus Provost shall define the general terms of the faculty member's major responsibilities, and identify the year by which tenure must be awarded, if applicable. The terms of this appointment are to be reviewed periodically and may be changed by mutual consent, consistent with this document. ~~Within the terms of this general apportionment of~~ responsibilities, the details of a faculty member's specific assignments should be subject to joint consultation, but are to be determined by the Campus Provost.

Each department and college shall refine these broad criteria in areas of teaching, scholarship and service in ways that reflect the unit's discipline and mission. The criteria shall be applied to all faculty members in ways which equitably reflect the particular responsibilities and assignments of each. How the unit criteria apply to a faculty member's own set of duties should be clear at the time of appointment, reviewed and revised as appropriate at the time of the annual evaluation meeting with the Chair, with the approval of the Dean.

Adjustments in the expectations for faculty members may occur in keeping with changing institutional and unit priorities and personal interests. All tenure-track, tenured, and clinical-track faculty members must do scholarly, creative, or professional work that informs their teaching and service.

### **III. PROFESSIONAL EXPECTATIONS OF FACULTY MEMBERS**

Teaching, scholarship and service constitute the heart of the mission of WVU Tech. Faculty responsibilities are defined in terms of activities undertaken in each of the three areas; therefore, faculty evaluation is based primarily upon a review of performance in these areas. Scholarship is an important indication of activity in each of the three areas; it occurs in a variety of forms, and is not restricted to the research area. The extent to which scholarship is recognized depends upon one's areas of expected significant contribution. Depending upon one's discipline and the unit's guidelines, publication of scholarly findings could be appropriate in any or all areas. Faculty members are expected to keep current in their fields.

#### **A. Teaching**

Teaching involves the dissemination of knowledge, the stimulation of critical thinking, and the development of artistic expression. Teaching can include not only traditional modes of instruction such as the classroom lecture but also modes such as clinical, laboratory, and practicum instruction; thesis and dissertation direction; evaluation and critique of student performance; various forms of continuing education and non-traditional instruction; and advising student projects or independent studies, which is a special dimension of teaching, the success of which is essential to the educational process.

The prime requisites of any effective teacher are intellectual competence, integrity, independence, a spirit of scholarly inquiry, a dedication to improving methods of presenting material, the ability to transfer knowledge, respect for differences and diversity, and, above all, the ability to stimulate and cultivate the intellectual interest and enthusiasm of students. Supporting documentation for the evaluation of performance in teaching might include evidence drawn from such sources as the collective judgment of students, of student advisors, and of colleagues who have visited the faculty member's classes. It might also include analyses of course content, evaluation of products related to

teaching such as textbooks, or videotapes, the development or use of instructional technology and computer-assisted instruction, pedagogical scholarship in refereed publications, media of high quality, studies of success rates of students taught, or other evidence deemed appropriate and proper by the department, college, and division.

### B. Scholarship

Scholarship can occur in four general kinds of activity: discovery, integration, application, and teaching. The scholarship of discovery can involve the creation of new knowledge, the creation of new insights, the critical appraisal of the past, or artistic creation and performance. These forms of scholarship are considered to be the traditional activity of "research." The scholarship of integration can involve the synthesis of knowledge and the development of new approaches to understanding phenomena. The scholarship of application can involve the application of knowledge and expertise to address new and/or different problems. One venue for this form of scholarship can be the application of a faculty member's expertise in solving relevant problems for industry, business or government. The scholarship of teaching can involve the creation of new approaches of explaining knowledge and the development of sound pedagogical methods. Often, these activities will result in products that may be evaluated and compared with those of peers at other institutions of higher learning. Professional development activities can sometimes enhance the scholarship in one or more of these four areas.

Scholarship is an important component of the mission of the institution, infusing instruction and public service with rigor and relevance. It validates the concept of the teacher-scholar. Although often discipline-focused, an individual's scholarship also may be interdisciplinary and collaborative. An original contribution of a creative nature relevant to one or more disciplines may be as significant as the publication of a scholarly book or article. Quality is considered more important than mere quantity. Significant evidence of scholarly merit may be either a single work of considerable importance or a series of studies constituting a program of worthwhile scholarly activity. Faculty members are expected to undertake a continuing program of studies, investigations, or creative works which are distinct from service activities.

### C. Service

Service activities promote WVU Tech, the profession, and the local, state, national and/or global community and involve the application of the benefits and products of teaching and scholarship to address the needs of society. Service to the institution can include participation in governance structures of the campus, participation in national and international organizations, activity in service organizations, as well as contributions to improve the efficiency and effectiveness of the faculty member's department and college.

In keeping with its tradition, WVU Tech is committed to the performance and recognition of service activities on the part of its faculty as essential components of its mission. Enlightened perspectives, technical competence, and professional skills are indispensable resources in coping with the complexities of modern civilization. Service by faculty members to West Virginia is of special importance to the institutional mission.

The evaluation of service should include assessments of the degree to which the service yields important benefits to the institution, society, or the profession. Especially relevant is the extent to which the service meets the needs of clients, induces positive change, improves performance, or has significant impact on societal problems or issues. One important benefit of service to the institution is faculty participation in the governance system. Service contributions considered for evaluation are

those which are within a person's professional expertise as a faculty member, and performed with one's institutional affiliation identified. The definition of the nature and extent of acceptable service for purposes of promotion and tenure should be identified in the colleges' evaluation guidelines.

#### **IV. CONTEXTS OF APPOINTMENT FOR TENURED OR TENURE-TRACK FACULTY**

##### A. General

A faculty member is usually appointed without tenure.\* Appointments can be made without or with credit toward tenure for previous experience.

##### 1. Without Credit

An individual's appointment letter will normally identify the sixth year of employment as the "critical year," that is, the year in which a tenure decision must be made. During the fourth year such a faculty member may petition the Campus Provost to bring the critical year forward by one year (to year five).

##### 2. With Credit

Depending upon the amount of successful experience at the intended rank or the equivalent, up to three years credit toward tenure could be allowed, unless the candidate did not wish such credit. The maximum amount of credit that could be allowed, and a tentative critical year, would be identified in the letter of appointment. In such a circumstance, during the first year the faculty member could accept the identified critical year, or all or part of the possible allowable credit to be applied in his or her instance, at which point the critical year would be confirmed by the Campus Provost. Action earlier than the established critical year would not be considered. If, during the first year, the faculty member does not request modification of the tentative critical year identified in the letter of appointment, that year will become the recognized critical year. (There is no obligation on the part of WVU Tech to credit time served in a prior non-tenure-track appointment toward tenure in a subsequent tenure-track appointment.)

##### B. Appointment at Various Ranks

At WVU Tech, requirements for appointment at the various ranks are as follows:

1. An appropriate Masters Degree is required for the following appointment types: Instructor, Visiting Professor (of any rank), Clinical-Track Faculty, Clinical Faculty, and Lecturer. Such appointment will not count towards tenure track credit.
2. For appointment at the rank of Assistant Professor or Senior Lecturer, a faculty member ordinarily must have an earned doctorate or other terminal degree in the faculty member's field or have an appropriate Masters Degree plus both of the following: (1) thirty (30) hours

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\* Occasionally, appointment with tenure is possible or at senior rank. To be appointed with tenure, or to the rank of Associate Professor or Professor, the individual's curriculum vitae must be reviewed by the Campus Provost. A written request for tenure and/or appointment at the rank of Associate Professor or Professor must be submitted by the department to the dean who, in turn, submits a recommendation to the Campus Provost. The Campus Provost may refer the applicant's credentials to the appropriate Faculty Evaluation Committee for review. The FEC then considers the credentials and reports back to the Campus Provost regarding their recommendation.

of appropriate graduate study or the equivalent and (2) a minimum of three years of successful full-time teaching at an institution of higher education or the equivalent.

3. For appointment at the rank of Associate Professor, a faculty member must ordinarily have an earned doctorate or other terminal degree in the faculty member's field and must have at least six years of successful professional experience, including full-time teaching at an institution of higher education or the equivalent. Prior to an initial appointment at the rank of Associate Professor, the Campus Provost may ask the appropriate Faculty Evaluation Committee to review the credentials of the candidate (see footnote on page 5). The Campus Provost or designee will make the final decision as to whether or not a recommendation for an initial appointment at the rank of Associate Professor will be forwarded to the WVU Provost.
4. For appointment at the rank of Professor, a faculty member must ordinarily hold the earned doctorate or other terminal degree in the faculty member's field and have had at least ten years of successful professional experience including full-time teaching at an institution of higher education or the equivalent. Prior to an initial appointment at the rank of Professor, the Campus Provost may ask the appropriate Faculty Evaluation Committee to review the credentials of the candidate (see footnote on page 5). The Campus Provost or designee will make the final decision as to whether or not a recommendation for an initial appointment at the rank of Professor will be forwarded to the WVU Provost.

Neither graduate assistantships nor research professor positions shall be construed as meeting either teaching or professional experience requirements for credit toward tenure, for tenure or promotion, or for appointment with tenure or initial appointment at the rank of Associate Professor or Professor.

## **V. REQUIRED PERSONNEL ACTIONS/TIMELY NOTICE**

A personnel action is required each year for each faculty member. Such personnel actions include reappointment, promotion, tenure, or non-renewal.

In the case of a tenure-track full-time faculty member appointed on or before March 8, 2003, and holding the rank of instructor, assistant professor, associate professor, or professor, the WVU Provost shall give written notice concerning retention or non-retention by letter post-marked and mailed at least one year before the expiration of an appointment. Notice of non-retention shall be mailed "Certified Mail-Return Receipt Requested."

A tenure-track faculty member in the sixth year, or in the year determined to be the "critical" year, must be reviewed for tenure and must either be awarded tenure or given notice of termination of appointment and a one-year terminal contract. If a faculty member petitions successfully to bring the critical year forward and tenure is not awarded in that year, a one-year terminal contract will be issued. Under certain circumstances the critical year may be extended.

In the case of a tenure-track full-time faculty member appointed after March 8, 2003, and holding the rank of instructor, assistant professor, associate professor, or professor, the Campus Provost shall give written notice concerning retention or non-retention for the ensuing year by letter post-marked and mailed no later than March 1.

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\* See "Family Friendly Practices for Faculty Members," available from the Office of the WVU Provost at <http://provost.wvu.edu/r/download/35947>

For appointments after March 8, 2003, a tenure-track faculty member in the sixth year, or in the year determined to be the "critical" year, must be reviewed for tenure and must either be awarded tenure or given notice of termination of appointment. If a faculty member petitions successfully to bring the critical year forward and tenure is not awarded in that year, notice of termination of appointment will be issued.

At West Virginia University, the award of tenure is campus-specific.

Time spent on a leave of absence normally shall not count when calculating years of service for a tenure-track faculty member. The faculty member may request that such time spent on scholarly activities apply toward years of service. In advance of the leave, the faculty member's dean shall make a recommendation to the Campus Provost or designee regarding this matter. The Campus Provost or designee will make a decision as to whether or not to forward a recommendation supporting the request to the WVU Provost. If approved at all levels, a written notification of the decision to modify the critical year will be forwarded both to the faculty member, and the Campus Provost who will then inform the chairperson and the dean. This notification will be added to the faculty member's evaluation file.

## **VI. DISCRETIONARY PERSONNEL ACTIONS**

Discretionary personnel actions are those which are not required to be taken at specific times, and may include the following:

- Promotion in rank when the critical year does not apply;
- Renewal or nonrenewal of contract for a non-tenure-track faculty member;
- Termination of the appointment of a tenured faculty member for cause (as defined in BOG Policy 2).

A faculty member will be reviewed automatically in the critical year, unless the faculty member requests no review, in which case a one-year terminal contract will be issued. Otherwise, consideration of a faculty member for promotion is initiated by the faculty member. Ordinarily, a tenure-track faculty member should expect to be considered for promotion and tenure no earlier than their critical year. A faculty member whose application for promotion is unsuccessful must wait at least one full year after the decision is rendered before submitting another application, unless a critical-year decision is required.

Evaluations and recommendations for one's first promotion and/or tenure will be based primarily on one's contributions since appointment at WVU Tech, but may be based, in part, on work elsewhere for which years of potential credit have been identified in the letter of appointment. In the latter case, evidence of one's performance during the established years of credit should be included in the evaluation file. Subsequent promotions will be based on achievements since the previous promotion.

The following years of service in rank relate to promotion consideration at WVU Tech:

- If appointed as an Instructor, one ordinarily serves at least three years in rank.
- If appointed as an Assistant Professor or higher, one ordinarily serves at least six years in rank.
- The interval between promotions will be at least five years.

While tenure and promotion are separate actions, only in the most extraordinary circumstances may a person be granted tenure without already being at or above the rank of Associate Professor, or being concurrently promoted to the rank of Associate Professor. It also is university policy that the granting of promotion does not guarantee the award of tenure in a subsequent year. Neither promotion nor tenure shall be granted automatically or merely for years of service.

## **VII. FACULTY EVALUATION FILE**

Evaluations and recommendations are to be based on both quantitative and qualitative evidence. The primary evidence to be weighed must be contained in the faculty member's evaluation file. To it are added professional judgments as to the quality of the faculty member's teaching, scholarship, and service, as applicable.

An official faculty evaluation file (FEF) shall be established and maintained in the office of the dean for each faculty member and chairperson. In principle, the record in the evaluation file should be sufficient to document and to support all personnel decisions.

The faculty member's file should contain, at the minimum, the following items:

1. The letter of appointment and other documents which describe, elaborate upon, or modify one's assignment, including position description, work plans, memoranda of understanding and subsequent letters of agreement.
2. An up-to-date curriculum vitae and bibliography containing. a) critical dates relative to education, employment, change in status, promotion, leave of absence, etc.; b) a list of publications with complete citations, grants and contracts, and/or other evidence of scholarship; c) a list of service activities.

WVU Tech fulfills the requirement for a curriculum vitae and bibliography through the use of the Comprehensive Resume as found in Appendix A. Faculty updates to the Comprehensive Resume must be submitted for inclusion in their Faculty Evaluation File prior to December 31 of each year.

3. For each semester or term since appointment or last promotion, the following must be included: a record of classes taught, enrollments in each class, graduate students supervised, clinical assignments, significant committee assignments, and other aspects of the faculty member's Work Plan. Each college will use an annual reporting form for use by all faculty members, including chairpersons. Every faculty member must submit annual updates to their FEF prior to December 31, using the reporting form. The annual reporting form without supporting documentation is not in itself sufficient for evaluation purposes.
4. For faculty with multiple reporting lines, each supervisor will provide an evaluation of the individual's performance.
5. A copy of past annual evaluations and any written responses.
6. Other information and records that the chairperson or dean may wish to include. Faculty members may include written responses to such material.



7. All other information that bears upon the quality of the faculty member's performance in all pertinent areas. This information may include, but need not be limited to, teaching evaluations, professional presentations, published materials, grant applications and awards, research in progress and the preparation of unpublished materials, other creative scholarship, and service to the university. This additional information should clarify and substantiate statements made in the annual reporting form. A self-evaluation statement by the faculty member is required.
8. Copies of the results of the Student Evaluation of Instruction (SEI) for each course taught during the previous year. Additional means of providing student evaluation can also be included.
9. A continuing chronological inventory of entries to assure the integrity of the file.

The faculty member is responsible for assuring completion of Items 2, 3 and 7. The chairperson has responsibility for Items 4, 5, and 6 and the deans have the responsibility for Items 1, 6, 8 and 9.

The WVU Provost's Office will periodically issue more detailed instructions for the development and maintenance of faculty files. Those requirements may be supplemented by college or department procedures.

#### **VIII. COMPLETION OF AND ACCESS TO THE FILE**

Faculty updates must be submitted for inclusion in their Faculty Evaluation File prior to December 31 of each year. After the deadline date, the file shall be closed for the review period. Only such materials generated as a consequence of the faculty evaluation shall be added to the file after the deadline date.

Faculty members have the right of access to their evaluation files at any time during regular office hours, without giving reasons. All others shall have access to the file only on the basis of a need to know. Members of a faculty evaluation committee, hearing panel, or administrative officers responsible for personnel recommendations are assumed to have a need to know. The appropriate administrative officer shall determine what material is necessary to fulfill the need to know. All persons will treat the material from the file as confidential. The security of all evaluation files is to be assured. The confidentiality of each file is to be respected, except under legal subpoena.

#### **IX. ANNUAL EVALUATIONS**

##### **A. General Description**

The performance of faculty members is evaluated annually throughout their careers at WVU Tech. These written evaluations, which are required for all full-time and continuing part-time faculty members, provide individuals with a written record of past performance, accomplishments and continuing expectations, an ongoing critique of strengths and weaknesses, and documents that support recommendations and decisions concerning reappointment, retention, promotion, and tenure as well as program assignments, sabbatical and other leaves of absence, and performance-based salary increases. The primary purpose of these annual evaluations is to assist faculty members in developing their talents and expertise to the maximum extent possible, and in promoting continuing productivity over the course of their careers, consistent with the mission of WVU Institute of

Technology. The specific nature and purpose of a faculty member's annual review may vary, however, in accord with the type of appointment, rank, and, where appropriate, tenure status.

The evaluation procedures may be found in Section XII, below. Annual evaluation for all faculty, whether tenure-track, tenured, clinical-track, or temporary (including faculty with prefixes of "Research", "Clinical" or "Visiting"; and Lecturers) will be conducted at the departmental level by the chair and the faculty evaluation committee or at the college level, if appropriate, based on documentation in the evaluation file (see Section VII). Written evaluations will be forwarded to each faculty member and to the dean, who may provide an evaluative statement.

The annual evaluation should be related to one's assignment and performance. The review is not limited to events of the immediately-previous one-year period; it is also to be a review of annual evaluation statements from previous years, in order to assess whether suggestions for improvement have been addressed. The resultant annual assessment will be used to guide the faculty member in areas in which improvement may be needed, and, if positive, as a basis for merit salary adjustment. The annual evaluation also provides the opportunity to develop changes in responsibilities that reflect the strengths of the individual and the needs of the university.

## B. Specific Applications

### 1) Tenure-Track Faculty

Tenure-track faculty are those who are in a tenure-track appointment but are not yet tenured. For these persons, the annual evaluation provides an assessment of performance and develops information concerning the faculty member's progress toward promotion and tenure. It communicates areas of strength and alerts the faculty member to performance deficiencies at the earliest possible time. Any concerns held by the evaluators regarding the faculty member's performance should be stated in the written evaluation, which is intended to enhance the faculty member's chances of achieving promotion and tenure.

In one's first review, limited evidence of the faculty member's progress will be available. For that review, material in the file such as reports by colleagues on one's teaching and information on one's activities in scholarship and service are useful in order to assess progress.

As one moves through the tenure-track period, annual evaluations will focus increasingly on the successful outcomes of one's activities rather than simply on the activities themselves.

While the absence of negative annual evaluations does not guarantee the granting of tenure, these evaluations should apprise tenure-track faculty members of performance deficiencies. Occasionally, the evaluations will result in termination of the individual's appointment, sometimes prior to the critical year, and, where appropriate, terminal contracts. In these cases, notice shall be given in accord with WVU Board of Governors Policy 2.

### 2) Tenured Faculty, Not Fully Promoted

The annual evaluation of faculty members who are tenured, but not fully promoted, will generally emphasize both quantitative and qualitative progress toward the rank of professor. While not all faculty members may attain the highest possible rank, annual evaluations should guide faculty toward that achievement.

### 3) Tenured Faculty, Fully Promoted

Promotion to the highest rank requires a consistent record of achievement at a level that indicates many strengths and few weaknesses. Consequently, the primary purpose of evaluating faculty at these ranks is to describe their performance in the context of appropriate expectations, an important factor in performance-based salary adjustments and reappointment. The annual evaluation process is also used to encourage faculty members to continue to perform at exemplary levels.

### 4) Clinical-Track Faculty in Nursing

Clinicians who select this clinical emphasis, non-tenure track must be heavily committed by choice to clinical service as well as teaching. Faculty members in the clinical-track are not subject to the seven year probationary period of the tenure track; promotion to senior ranks is not a requirement for institutional commitment and career stability. Individuals in the clinical-track have voting rights in their respective departments and in the School and are eligible for appointment to any administrative office in the School, including Department Chair and Dean. Clinical-track faculty members have all rights and privileges of academic freedom and responsibility.

Annual evaluation of clinical-track faculty will be based on assignments as described in the letter of appointment and in subsequent annual documents that identify departmental responsibilities in teaching, service and scholarship. The annual evaluation will focus on specific recommendations for improvement and professional development. The annual evaluation of a promotable faculty member will generally emphasize quantitative and qualitative progress toward the next appropriate rank. While not all promotable faculty members may attain promotion, annual evaluations should assist them toward that goal. Clinical-track faculty in Nursing will be evaluated using WVU (Morgantown) School of Nursing criteria for promotion and tenure, which supersede WVU Tech guidelines if differences exist.

### 5) Full-Time Temporary Faculty

Temporary faculty appointments are only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment. Temporary faculty members hold appointments that are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments

Evaluation of faculty who are not eligible for tenure may emphasize different criteria from those applied to other faculty. Annual evaluations will be based on assignments as described in the letter of appointment and subsequent documents, and will focus primarily on strengths and weaknesses, on the best use of one's talents to meet the unit's needs, and on specific recommendations for improvement and professional development. If the faculty member is promotable, their annual evaluation will generally emphasize quantitative and qualitative progress toward the next appropriate rank. While not all promotable faculty will attain promotion, annual evaluations should assist them toward that goal. These evaluations may lead to adjustment of duties and occasionally will lead to notices of non-reappointment or termination of appointment.

The full-time temporary faculty classification includes full-time faculty with the following prefixes: Research, Clinical, Clinical-Track, Visiting, Lecturer, and Senior Lecturer.

- WVU Tech employs full time lecturers, and lecturers who have instructional assignments which exceed half time. In most of the cases in which the lecturers have

instructional assignments which are less than full time, the lecturers' remaining time is dedicated to recruiting, coaching or other duties; in these cases, lecturers are evaluated via the faculty evaluation system for their instructional duties, and by their secondary supervisor for their other duties (the Campus Provost then considers both evaluations, and the percentage of effort for each duty, in making decisions regarding retention).

- Clinical faculty members have assignments which are service oriented.
- Clinical track faculty members are discussed above (#4).
- Research faculty members are normally grant funded. Non-renewal of grants or other external funds may result in non-renewal of research faculty, in spite of positive evaluations.
- Visiting faculty members are normally expected to serve no more than three years.

#### 6) Part-Time Faculty

Evaluation of continuing part-time (less than 1.00 FTE) faculty will be based on assignments as described in the letter of appointment and subsequent documents, and will focus primarily on strengths and weaknesses, on the best use of one's talents to meet the unit's needs, and on specific recommendations for improvement and professional development. Occasional or clinical part-time faculty should receive periodic reviews that are appropriate to their assignment.

### C. Descriptors for Annual Review

The annual review of one's performance in each of the mission areas to which one is assigned shall be 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], or Unsatisfactory. Based on these descriptors, a faculty member with a preponderance of "satisfactory" or "unsatisfactory" ratings, particularly in an area in which a significant contribution is required, would not qualify for promotion or tenure.

The assessments provided by annual reviews should be a basis for those periodic recommendations forwarded to the WVU Provost which relate to promotion, tenure, or negative action. Positive recommendations for promotion and/or tenure should be supported both (a) by a series of annual reviews above the "satisfactory" level, and (b) by performance which is judged to meet the rigorous standard of "significant contributions" in the area of teaching, "important contributions" in the area of scholarship, and "reasonable contributions" in the area of service.

## **X. CRITERIA FOR PROMOTION OR TENURE**

The faculty of an outstanding university is a community of scholars whose scholarship is manifest in a variety of ways. These manifestations are commonly grouped into teaching, scholarship and service.

### A. Institutional Criteria for the Awarding of Promotion and the Granting of Tenure

The institutional criteria for the awarding of promotion and the granting of tenure described below are general expectations; they should be elaborated by college or departmental criteria which take account of the distinctive character of the faculty member's discipline. Copies of departmental and/or college criteria shall be available to all participants in the review process.

WVU Tech views faculty employment as entailing several professional responsibilities. For tenure-track or tenured faculty, the first and most important of these is the expectation of teaching. A commitment to the primacy of the teaching function and to on-going efforts to improve one's teaching effectiveness is an uncompromising necessity. As a criterion for either tenure or promotion, significant contributions in the area of teaching must be made in the classroom or other settings.

In the teaching context, "significant contributions" are normally those which meet or exceed those of peers recently (normally, within the immediately previous two-year period) achieving similar promotion and/or tenure who are respected for their contributions in teaching at WVU Tech. In some cases, external reviews of teaching contributions may be appropriate.

Prior to the granting of tenure or the awarding of promotion, faculty are normally expected to make at least an "important contribution" in the area of scholarship and a "reasonable contribution" in service. The term "important contributions" in the area of scholarship means performance that demonstrates realization of commitment to the area of scholarship. These contributions are expected to include peer reviewed scholarly works as outlined in the letter of appointment, in college rubrics, and elsewhere in this document.

Specific exceptions can be made with approval from the Dean, Campus Provost, and WVU Provost for faculty members who have a very strong scholarship interest. Such exceptions must be noted in the appointment letter. For these faculty members, significant contributions in the areas of teaching and scholarship will be expected. The term "significant contributions" in the area of scholarship are those which meet or exceed those of peers who are respected for their contributions in scholarship at WVU. In all cases, external reviews of scholarship will be required.

When evaluating whether or not the accomplishments in the area of service meet the criteria of a "reasonable contribution" or "important contribution", service activities in three categories will be considered: service for the benefit of citizens of the State, the United States and the world; service to the institution; and service to the profession. Indicators of the quality of service (e.g., leadership provided, specific contributions to the organization) should be documented by the faculty member.

#### B. Changing Areas of Important and Reasonable Contributions

After a faculty member has achieved tenure, the criteria requiring important and reasonable contributions in the area of scholarship or service may be modified on an individual basis. Such a modification should be initiated primarily to assist WVU Tech in achieving its mission and goals. It is appropriate to establish a certain time period which must elapse after the approval of the request before the individual could be considered for promotion using the new expected areas of significant, important, and reasonable contributions. Such a modification must be agreed to by the faculty member, chair, the Dean, the Campus Provost and the WVU Provost.

#### C. Administrative Position and the Criteria for Promotion or Tenure

A full-time or part-time assignment to an administrative position or to a unit other than the one in which the faculty member holds or seeks tenure does not carry with it an automatic modification of criteria for promotion or tenure. A faculty member who accepts such an assignment, and who seeks promotion or tenure, should have a written agreement concerning both status and expectations within the department in which the locus of tenure resides. Such an agreement must be approved by the Dean, the Campus Provost and the WVU Provost. An individual in an administrative position who has faculty rank will be evaluated on only those activities that pertain to the duties of being a faculty member.

#### D. Additional Considerations for the Awarding of Promotion

To be promoted at WVU Tech, an individual shall meet the eligibility requirements for appointment at the appropriate rank (given above), shall at least have made significant contributions in teaching, important contributions in the area of scholarship, and reasonable contributions in service (unless the area of important contribution has been changed), and shall have met a wide range criteria, including but not limited to the following:

- a. Academic growth
  1. Relevant academic attainment
  2. Participation in short courses, seminars, etc.
  3. Original scholarly work
- b. Professional activities
  1. Professional societies: membership, participation in activities, and offices held
  2. Consulting work relevant to the faculty member's expertise that enhances the faculty member's professional expertise or that serves the educational mission of the university
  3. Publications
  4. Research/scholarship/creative activity
  5. Licenses held
  6. Short courses, seminars, etc., which the individual has helped conduct
  7. Inventions, copyrights, artistic accomplishments, etc.
- c. Institutional Service
  1. Committee assignments
  2. Student recruitment
  3. Special assignments
  4. Sponsor of student organizations
  5. Administrative duties
- d. Service external to the Institution [See Section III.C]
  1. Service to the people of the Community and the State of West Virginia, the United States and the world.
  2. Service to the profession

#### E. Promotion of Nontenured and Nontenure-track faculty

In order to be considered for promotion, eligible temporary faculty members normally will be expected to make significant contributions in the area(s) of their assignment as outlined in the letter of appointment or as modified in a subsequent document. The clinical-track ranks include Clinical-track Assistant Professor, Clinical-track Associate Professor, and Clinical-track Professor. The research-track ranks include Research Assistant Professor, Research Associate Professor, and Research Professor. Lecturer ranks include Lecturer and Senior Lecturer.

#### F. Additional Considerations Regarding Retention or the Awarding of Tenure

The decision to accept a recommendation for or against retention or the awarding of tenure shall rest on both the current and projected program needs and circumstances of the department, college, and the institution, and on the strengths and limitations of the faculty member as established in the annual evaluation process.

## XI. EXTERNAL EVALUATIONS

External evaluations of *scholarly activities* or service are optional at West Virginia University Institute of Technology at the discretion of the applicant. For further details, refer to Section XII EXTERNAL EVALUATIONS of the WEST VIRGINIA UNIVERSITY POLICIES AND PROCEDURES FOR ANNUAL FACULTY EVALUATION, PROMOTION AND TENURE

## XII. EVALUATION PROCESS

Evaluations of the credentials of faculty will be carried out at six levels of institutional organization: department, chair, college, dean, Campus Provost, and WVU Provost. The Campus Provost is responsible for reviewing evaluation materials to ensure equitable treatment of all faculty members. The goals of the university's affirmative action program are to be taken into account at each stage of the review process. Faculty members should neither initiate nor participate in institutional decisions involving a direct benefit (initial appointment, retention, annual evaluation, promotion, salary, leave of absence, etc.) to members of their immediate family or household.

All recommendations for faculty in their critical year for tenure consideration will be forwarded through the complete review process department, chair, college, dean, Campus Provost, and WVU Provost. Recommendations for non-retention or a terminal appointment of a tenured or a tenure track faculty member automatically receive review at all levels. Regardless of the recommendations at prior levels, annual evaluations are completed at each of the following levels department, college, chair, and dean.

### A. Department Level

- 1) A department committee of at least three tenured faculty members will convene to review all cases for promotion and tenure and to perform the annual evaluations of faculty members. The chairperson, members of the Faculty Evaluation Committee and members of the University Promotion and Tenure Advisory Panel are not eligible to be on the departmental committee. The chair of the departmental committee shall be the highest ranking tenured faculty member.  
A "small department" is one in which there are fewer than three tenured and eligible faculty members to serve on the departmental committee. In the case of a small department, review by a departmental committee will not occur.
- 2) A person who is under consideration for tenure or promotion cannot serve on the departmental committee.
- 3) The departmental committee will prepare a written evaluation for each faculty member, together with an unequivocal recommendation for or against retention, the award of tenure, and/or promotion. The evaluation should provide accurate feedback to the faculty member regarding performance expectations. The written evaluation must be signed by all members of the committee, dated, and forwarded to the department chair. The total number of positive and negative votes must be recorded. Committee members may include minority statements in the recommendation.
- 4) (Optional) Any faculty member may request a review of his/her FEF by one or more tenured faculty members exclusive of his/her department. The review must be completed prior to the closing date of the FEF (December 31<sup>st</sup>) and must be consistent with the requirements of each

step described in West Virginia University Policies and Procedures for Annual Faculty Evaluation, Promotion and Tenure.

- 5) The chairperson will review both the FEF and the department committee's evaluation and recommendation regarding each faculty member and make an independent assessment, in writing, with unequivocal recommendations for or against retention, the award of tenure, and/or promotion. The faculty member shall be informed in writing by the chairperson of the evaluations and recommendations of both the department committee and the chairperson. All departmental evaluations (if there are any) and the chairperson's evaluation are provided to the faculty member. This meeting will take place after the Chair has submitted his/her evaluation of the faculty member to the dean's office for placement in the FEF. Copies of all written statements shall be placed in the faculty member's evaluation file.
- 6) Negative decisions for discretionary promotion at the departmental level stop the process unless there is an appeal/rebuttal.
- 7) A faculty member may include a rebuttal to the evaluations of the chairperson and/or the department committee for review at the next level. The rebuttal must be forwarded to the dean within five (5) working days of receipt of the evaluations. The rebuttal will be placed in the evaluation file.

#### B. College Level

- 1) For the purposes of evaluation, WVU Tech is categorized into four cluster groups as follows:
  - a. Engineering, Engineering Technology, and Computer Science,
  - b. Biology, Chemistry and Physics, and Math
  - c. Accounting/Finance, Management, Physical Education, Social Science,
  - d. English, History, Psychology, Creative Arts, and Career Technical Education (Nursing would be in this cluster group when the time comes.)
- 2) With guidance from the Dean, each cluster group must elect a Faculty Evaluation Committee (FEC), consisting of five members, that includes as wide a faculty constituency as feasible. A majority of members of the FEC must be tenured faculty members.
- 3) A faculty member will not serve on both a department and the FEC committee, and chairpersons will not serve on the FEC. A person who is under consideration for promotion and/or tenure will not serve on the FEC.
- 4) The Faculty Evaluation Committee will review the FEF and the departmental committee and chairpersons' evaluations and prepare a written evaluation in each case, together with an unequivocal recommendation for or against retention, tenure, and/or promotion, as applicable. The total number of positive and negative votes must be recorded. The written evaluation must be signed by all members of the committee, dated, and forwarded to the dean. Committee members may include a minority statement in the recommendation.
- 5) For all tenure-track faculty and tenured faculty seeking promotion, the Dean will (1) review the FEF and the evaluations by the department committee, the Chair, and the FEC and (2) make an independent assessment, in writing, with unequivocal recommendations for or against retention, the award of tenure, and/or promotion. The Dean will inform the faculty member, in writing, of his/her evaluation and recommendation and will provide the faculty member with the college level evaluations (the FEC and the Dean). Copies of all written statements shall be placed in the faculty member's evaluation file. For tenured faculty not seeking promotion, the Dean will review the departmental, Chair, and FEC evaluations for consistency and prepare a summary of the findings.  
A copy of the faculty evaluation file, including departmental, chair, FEC and Dean's recommendations together with external evaluations (if available), are forwarded to the Campus Provost.
- 6) Negative decisions for discretionary promotion at the college level stop the process unless there is an appeal/rebuttal.



- 7) A faculty member may include a rebuttal of the Dean or FEC recommendations for review at the next level. A rebuttal must be forwarded to the Campus Provost within five (5) working days of receipt of the recommendations. The rebuttal will be placed in the evaluation file.
- 8) Recommendations by the dean for tenure must be accompanied by a statement indicating how the proposed tenure of a probationary faculty member will affect the long-range staffing pattern of the department and/or college, taking into account expected attrition, accreditation, affirmative action goals, budgetary limitations, and the need for flexibility.

C. Campus Provost Level

- 1) The Campus Provost will review the FEF, and the evaluations and recommendations from each prior level of review, and make an assessment, in writing, with unequivocal recommendations for each faculty member where an action is required. The faculty member shall be informed, in writing, by the Campus Provost of his/her evaluations and recommendations. Copies of all written statements shall be sent to the faculty member and placed in the faculty member's evaluation file.
- 2) If the Campus Provost supports a positive recommendation for promotion and/or tenure, a copy of the faculty evaluation file, including all recommendations, is forwarded to the University Provost.
- 3) A faculty member may petition the University Provost for a review of a negative recommendation for promotion or tenure by the Campus Provost. The petition should reach the WVU Provost within five (5) working days of receipt of notification by the Campus Provost of negative recommendations at the College level.
- 4) Recommendations by the Campus Provost for tenure must be accompanied by a statement indicating how the proposed tenuring of a probationary faculty member will affect the long-range staffing pattern of the Campus, taking into account expected attrition, accreditation, affirmative action goals, budgetary limitations, and the need for flexibility.

D. University Promotion and Tenure Advisory Panel

- 1) The University Promotion and Tenure Advisory Panel consists of at least five faculty members selected by the University Faculty Senate Executive Committee. The Campus Provost will forward all materials for those faculty considered for promotion and/or tenure to Morgantown for review by the by the University Promotion and Tenure Panel. No person who has reviewed faculty at the department or college level during the current cycle, or who is being considered for promotion or tenure may serve on the University Promotion and Tenure Advisory Panel.
- 2) The Advisory Panel will review the recommendations and faculty appeals. Primary attention will be given to four questions:
  - a. Has each recommendation been supported by objective evidence in the evaluation file to ensure that no faculty member is being treated capriciously or arbitrarily?
  - b. Have the review procedures at all levels been followed?
  - c. Is each recommendation consistent with university and unit policies and objectives?
  - d. Are the recommendations consistent with the department, college, divisional campus, and university criteria for promotion and tenure?
- 3) The Advisory Panel will prepare written statements addressing these issues. The statement must be signed by all members of the panel, dated, and added to the faculty member's file. Panel members may include minority statements with the general statement.

E. WVU Provost Level

- 1) For the purposes described in these guidelines, the decision-making authority of the President has been delegated to the WVU Provost.
- 2) The WVU Provost will make decisions on promotion and tenure recommendations after review of the recommendations of the each level of evaluation. The WVU Provost will report the decisions to the WVU Board of Governors. Such report will indicate the number of decisions as well as the individuals receiving positive action, and will verify that the appropriate standards and guidelines have been met.
- 3) On or before May 15th, the University Provost shall mail to the applicant notification of the decision that has been made on the applicant's tenure/rank status with copies of the letter to the chair, dean, and Campus Provost.

F. Negative Decisions

Tenure Denied; Nonretention or Termination During Tenure-Track Period

A faculty member may request from the President or designee, within ten (10) working days of receipt of the notice from the President's designee of nonretention or termination during the tenure-track period, the reasons for the decision (Section 10.7 of Higher Education Policy Commission Series 9). Within fifteen (15) working days of the receipt of the reasons, the faculty member may appeal the decision by filing a grievance with the President by using W.Va. Code §6C-2, in accordance with Section 15 of Higher Education Policy Commission Series 9.

Promotion Denied; Other Personnel Decisions

A faculty member desiring to appeal a decision on promotion or other personnel decisions not included above may appeal by using W.Va. Code §6C-2, as described in Higher Education Policy Commission Series 9. The appeal should reach the office of the President within fifteen (15) working days after receipt of the written decision.

F. Withdrawal of Application

At every step in the procedures found in these guidelines, the applicant may make the decision to allow a discretionary promotion recommendation to continue or to withdraw it. In the case of withdrawal, the applicant must notify in writing the Chair of the Faculty Evaluation Committee, the ranking tenured faculty of the department committee, the department Chair and the College Dean. Such a withdrawal will be treated as a negative decision for purposes of reapplication. The applicant will have to wait until the second succeeding cycle to reapply unless a tenure decision is required in the critical year.

**WVU Board of Governors Policy 2 and W.Va. Code §6C-2 are available in the offices of the dean and department/division chairperson, and may be obtained from the Provost's Office, offices of the Campus Provosts, and the Wise, Evansdale, and Health Sciences Center Libraries. They are accessible on-line at <http://www.wvu.edu/~bog/policies/policy2.pdf> , and [http://pegboard.state.wv.us/Statute\\_6C2\\_and\\_6C3.pdf](http://pegboard.state.wv.us/Statute_6C2_and_6C3.pdf) . Faculty may wish to check with the Office of Human Resources (Morgantown) to assure that they have access to the most recent copy of the procedures.**

**Appendix A: Comprehensive Resume****FACULTY MEMBER****I. General**

- A. Name
- B. Present rank and department
- C. Degrees held, dates, institutions
- D. Date first employed at WVU Tech
- E. Dates of promotion and rank
- F. Date of tenure or eligibility for tenure
- G. Total years of college teaching & professional experience
- H. Teaching experience record – where, when, etc.
- I. Non-teaching work experience – include a brief description of job title.

**II. Teaching**

- A. Teaching responsibilities
  - 1. Courses/Labs taught with enrollments
  - 2. Graduate students supervised
  - 3. Clinical assignments
- B. Counseling and academic advising
- C. Collateral course responsibilities, library acquisitions, etc.
- D. Laboratory and/or course development
  - 1. Development of new course/lab
  - 2. Updating course/lab content
- E. Teaching aids or methods employed
  - 1. Use of computer technology
  - 2. Distance learning methods
  - 3. Web applications
  - 4. Other

**III. Scholarship**

- A. Extension of training: Short courses, seminars, institutes, reading in current literature, etc.
- B. Professional societies
  - 1. Membership
  - 2. Participation in activities
- C. Consulting work
- D. Publications

- E. Research
    - 1. Projects
    - 2. Grant proposals
  - F. Licensing
  - G. Short courses, seminars, etc., which you conducted
  - H. Inventions, copyrights, etc.
- 

IV. Service

- A. Committee assignments
  - 1. Committees on which you presently serve
  - 2. Summary of activity level
  - 3. Meeting attendance/time spent
- B. Offices held in professional societies
- C. Student recruitment
- D. Special assignments
- E. Sponsorship of student organizations
- F. Administrative duties
- G. Community service

V. Faculty Self Evaluation

- A. Completion of Workplan objectives
  - 1. Teaching
  - 2. Scholarship
  - 3. Service
- B. Additional accomplishments