

DOCUMENT ON EVALUATION, PROMOTION AND TENURE

It is required that each person who holds a faculty rank, regardless of other titles held, submit annually to evaluation as a faculty member. For those who are under consideration for change of status and those who have not yet achieved tenure, the annual evaluation will be extensive. The purposes of the evaluation are as follows:

1. To ensure that those persons who are granted tenure and promotion are truly worthy of the status and privileges which these measures reflect, and will contribute to the future direction of the School and College.
2. To encourage those who have achieved senior rank and tenure to remain vigorous, active, and productive.
3. To aid each faculty member in noting strengths and identifying and addressing weaknesses in the performance of duties; and
4. To aid in the equitable distribution of merit salary increases or salary enhancements.

The regulations outlined below amplify certain portions of the provisions set forth in the annually circulated document *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION AND TENURE*, in order to relate them to the special features of the mission of the College of Creative Arts. (Further policies and procedures are described in that University document, which take precedence in authority over this College document.)

Specific information on the evaluation and promotion of **non-tenure track appointments** (visiting, instructor, teaching and clinical appointments) within the College of Creative Arts can be found in Appendix I of this document beginning on page

I. QUALIFICATIONS FOR [APPOINTMENT TO] RANKS

It is the responsibility of each School to determine (within the guidelines stated below) the degree requirements or equivalent professional experience needed for the various ranks. Each School should develop and maintain a formal document of faculty evaluation, promotion, and tenure that delimits that discipline's expectations for faculty. The Memorandum of Understanding of Professional Responsibilities (MUPRO) may qualify the above criteria.

- A. **Assistant Professor** – An Assistant Professor should hold the appropriate degree from an accredited institution or equivalent professional experience. As a faculty member in the College of Creative Arts, the individual must present evidence of significant contributions as a teacher; demonstrate potential value to the profession and University through contributions in research or other creative scholarship (including performance); and service to the institution, profession, and society, including the citizens of West Virginia.
- B. **Associate Professor** – An Associate Professor must have all qualifications for the previous rank, and an established record of significant contributions as a teacher; acceptance as a senior member of the faculty by virtue of mature work in research or other creative scholarship (including performance/exhibition activities); service to the institution, profession, and society, including the citizens of West Virginia, and regional and/or national

professional recognition. Except in extraordinary circumstances, one must serve for a minimum period of six years as an Assistant Professor before promotion to the rank of Associate Professor.

- C. **Professor** – A Professor must have all qualifications for the previous rank, and present evidence of attainment of full professional maturity and leadership, by significant contributions as a teacher and a sustained record of national recognition in the most recent six-year period in research, scholarship, or creative activity, in the area of the individual's discipline.

II. Tenure

Rank and tenure should be considered separately; however, the award of tenure should normally be granted in conjunction with promotion to associate professor. Granting of tenure requires not only a record of past achievement, but also the potential for future achievement and continuing contribution to the goals of the School and College. The tenure decision will be made in one's critical year, as established in the letter of appointment or subsequent document.

Recommendations will be based on a review of all pertinent information in relation to teaching, research and service. (Also see *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION AND TENURE*, annually circulated.)

III. MEMORANDUM OF UNDERSTANDING OF PROFESSIONAL RESPONSIBILITIES

In each School, the Director will confer with each faculty member to establish a Memorandum of Professional Understanding (MUPRO). The MUPRO will include teaching load and responsibilities, the nature and level (i.e., regional, national, etc.) of the faculty member's research/creative activity, and whatever service expectations apply. The above areas should reasonably correspond to the assignment percentages indicated in the Letter of Appointment.

The faculty member's proposed activities and a review of the previous cycle's evaluations (along with any suggestions for improvements) will be discussed annually by the Director and the faculty member. The MUPRO is a planning document that helps the faculty member develop, remediate, and ultimately fulfill the expectations in the Letter of Appointment. The three primary areas – teaching, research/creative activity, and service – along with other responsibilities such as recruitment and grant acquisition detailed in the Letter will guide the evaluation of the faculty member in her/his roles within the School, College, and University.

For tenure and/or promotion purposes, the language characterizing significant or reasonable contributions in the three areas of teaching, research/creative activity, and service will be explained in the Letter of Appointment. Any modification to the Letter must be agreed to by the faculty member, Director of the School, in consultation with the School's promotion and tenure committee, and the Dean of the College. It also must be approved by the Provost.

If agreement on the Memorandum cannot be reached between the faculty member and the Director, appeal may be made in writing to the Dean of the College of Creative Arts, whose action will be final.

IV. CRITERIA FOR EVALUATION

Each full-time or part-time faculty member, with the aid and participation of the School director, will compile, annually an evaluation file supplement and complete an annual review, using Digital Measures (*CCA Productivity Report*). Minimum contents of the evaluation file and the responsibilities of the faculty member and the School director are described in the most recent version of *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION, AND TENURE*. The Report requires submission of the

MUPRO covering the reporting period, and a set of self-evaluation remarks addressing the faculty member's own progress, effectiveness, and overall performance.

At each level of review, descriptors used in the annual review must be in accord with those defined in the above-mentioned document. These descriptors are: *Excellent*, *Good*, *Satisfactory*, and *Unsatisfactory*.

A. Teaching

1. The following kinds of information are required and will be considered in the evaluation.
 - a. Written evaluation by a tenured colleague (normally a member of the School Faculty Promotion and Tenure Committee) based on observation of classroom, studio and/or ensemble teaching. (SEE TABLE BELOW) Observation time and classroom expectations shall be mutually agreed upon between observer and teacher prior to the observation. In the first year of tenure-track employment, observations by two tenured colleagues are required; in each of the second and third years, one observation by a tenured colleague is required. In the critical year, observations by two tenured colleagues are required.

Rank/Position	1st Yr.	2nd Yr.	3rd Yr.	Etc.	Critical
Tenure-Track	2	1	1		2
Teaching/Clinical Track	At least 2 before promotion action				
Tenured Associate Professor					1
Tenured Full Professor	None required				

The faculty member is entitled to review the in-class evaluations from his or her files and, following a written rebuttal, may request an additional evaluation by another tenured colleague.

- b. Student evaluation of teaching effectiveness. Evaluation instruments appropriate to the type of teaching (classroom, studio, conducted ensembles, etc.) may be designed by individual faculty members subject to the approval of the Director of the School, if the University Faculty Senate evaluation instrument (Student Evaluation of Instruction) seems inappropriate. Regardless of rank, all faculty members are required to provide students with the opportunity to evaluate their teaching in all classes, studios, ensembles, etc. in every semester with the exception of independent studies, courses where the instructor serves only as a course administrator, and applied lessons or lecture course with fewer than four (4) students. A course with limited enrollment may be exempted from student evaluation with the prior approval of the Director of the School. Evaluation instruments should be completed anonymously by students, administered and collected by a third party. For each course evaluated, a document summarizing all numerical data as well as those forms on which students wrote comments are to be included in the faculty member's productivity report.
- c. Record of academic advising, if applicable.
- d. Record of mentoring and/or direction of student research, if applicable.
- e. Teaching duties and class enrollments by term.

2. The following kinds of information may be included and will be considered in the evaluation process:
 - a. Solicited or unsolicited letters from peers in the field or from present or former students. Letters become a part of the evaluation file.
 - b. Demonstrated success of current research/creative activity under one's direction, including performance and exhibitions.
 - c. Demonstrated success of current and former students.
 - d. Development of new courses, teaching materials, or techniques.
 - e. Publication of textbooks, videotapes, or pedagogical scholarship (see also B.1.a).
 - f. Development or use of instructional technology and computer-assisted instruction.

B. Creative and Professional Activity and Research

1. The College of Creative Arts continually affirms the equivalency of creative scholarship (including performance and exhibition activities) with academic research. Evidence of the kinds of activities indicated below (and allowing for variations appropriate to the discipline) is required, although not necessarily every year. For tenure-track faculty, an accumulation during the probationary period is expected. Faculty who are under consideration for promotion and/or tenure, and for whom a significant contribution in research is expected, must submit examples of their research work for external review following procedures described below. As noted in the above-mentioned *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION, AND TENURE*, the term "research" includes appropriate professional activities such as research, scholarly writing, artistic performance, exhibition, and creative activities as set forth in the letter of appointment. These activities result in products which may be evaluated and compared with those of peers at other institutions of higher learning.
 - a. For those with research/creative activity as an area of significant contribution, publication in print or in the form of film, videotape, CD, or other electronic media as the author, co-author, editor, performer, or translator, of books (including textbooks), articles, reviews, plays, musical compositions, or musical arrangements in referred journals or by publishers which refer submitted works to well-qualified reviewers and which are recognized for publication of works of high quality may be considered. For those in performance or creative area, other modes of performance/exhibition activities will be considered, but these activities should be equivalent to publication in referred journals. Interdisciplinary and/or collaborative research also may be considered, particularly if it is a part of the Memorandum of Professional Understanding.
 - b. Special Recognition as a result of exhibition, performance, or distribution of creative works both on and off campus.
 - c. Commissions for artistic works.
 - d. Presentation of a paper or participation as a speaker, performer, or panelist at a professional meeting as a result of competitive selection or invitation based on one's professional expertise.
 - e. Receipt of prizes, awards, fellowships, invited presentations or exhibitions, or comparable recognition.

- f. Implementation of research, instructional or program development from receipt of a grant.
2. University Requirements for External Evaluations of Research:

If research/creative activity is an area of significant contribution, the College of Creative Arts will explicitly follow the guidelines for "External Evaluation" set forth in *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION, AND TENURE*.

C. Service

Service is typically defined as activities which are non-credit and educational in nature, which are within the professional field of the faculty member, and which were performed as a WVU faculty member. Service Activities may fall in three broad groups, all of which are important. These are service to the institution, service to profession, and service to society, including the citizens of West Virginia. For those with service as an area of significant contribution, evaluations must include an assessment of the level (i.e., national, regional, etc.) and nature of the faculty member's contributions and the degree to which they have yielded important benefits in the above mentioned areas. In this context, the principle focus of the evaluation will be with regard to the citizens of West Virginia.

The following kinds of information may be included in the Productivity Report and will be considered in the evaluation procedures:

1. Service and outreach to society, including the citizens of West Virginia.
 - a. Public and in-school performances, exhibitions and lectures.
 - b. Assistance to state, county and local agencies improving educational and cultural facilities and programs.
 - c. Activities in non-credit offerings associated with the individual's field.
 - d. Appearance as speaker, performer, or panelist for a non-professional gathering.
 - e. The creation and direction of service-learning projects.
2. Service to the Institution
 - a. Expected exhibitions, performances, and lectures for the University community.
 - b. Contributions to recruiting, retention, fund-raising, or public relations on behalf of the School, College or University.
 - c. Demonstrated success in obtaining grant funds for purposes other than research or creative activity.
 - d. Performance of administrative assignments.
 - f. Responsible completion of, or continuing work on, committees and councils.

3. Service to the Profession

- a. Elective or voluntary leadership role(s) in professional associations at the local, regional, national, and international levels.

V. LEVELS OF COMMITTEE EVALUATION

A. SCHOOL COMMITTEE

1. Criteria for membership and method of selection shall be left to the School faculty; conduct and procedures of the Committees are governed by *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION, AND TENURE*.
2. For tenure-track faculty, the Committee should indicate the progress toward tenure and evidence of continued professional development.
3. For all faculty, the committee will offer merit recommendations to the Director through the current system of evaluation and its use of qualifiers.

B. COLLEGE COMMITTEE

1. The College Promotion and Tenure Committee will consist of six tenured faculty members at the rank of associate or full professor. The membership of two faculty members from each School will be determined by election or the manner most appropriate to the School. The terms of office, beginning September 1, will be for two full years with staggered terms for members from the same School. Committee members may not serve consecutive terms.
2. The College Committee reviews faculty members' files and the evaluations and recommendations of the School's Committee and School's Director in order to make a determination about the adequacy of the evidence presented for evaluation, promotion and/or tenure. Conduct and procedures of the committee are governed by *WEST VIRGINIA UNIVERSITY PROCEDURES FOR FACULTY APPOINTMENT, ANNUAL EVALUATION, PROMOTION, AND TENURE*.
3. It is also the responsibility of the College Committee to consider in its review equal rigor of the expectations of achievement for faculty from the various schools.
4. The College Committee's written comments and recommendations regarding (a) evaluation, promotion, and tenure and (b) uniformity of expectation of achievement among the schools are submitted to the Dean.

APPENDIX I

CCA Non-Tenure Track Faculty Appointments

Visiting Assistant Professor

1.0 FTE, non-tenure track, not intended to exceed a three-year maximum for reappointment. These positions are intended to "hold" open tenure-track lines until a search can be appropriately conducted, or as "teaching post-docs." This title might also be used for an intended tenure-track hire who is ABD at time of appointment.

Lecturer

Hired to address teaching needs in a particular semester or year. Compensation defined on a per course basis, normally not to exceed .80 FTE--four courses a semester or the equivalent.

Lecturers for whom there is confirmed expectation of employment across the year at six courses or greater (3:3 or 4:2), should be offered benefits-eligible appointments.

Lecturers without a proven record of teaching ability at WVU will normally be offered only single semester appointments.

Annualized (benefits-eligible) letters come from the Dean.

Letters for one-semester assignments come from the Director.

Department periodically posts requirements for potential Lecturer needs.

Teaching Faculty

Titles: Instructor, Teaching Assistant Professor, Teaching Associate Professor, Teaching Professor

Term appointments, usually expected to be 1.0 FTE. Principal assignment is in instruction. A 1.0 FTE assignment is normally no less than four three-credit traditional undergraduate classroom courses per semester. Teaching faculty appointments are renewable annually. At 1.0 FTE, Teaching faculty are included in the University raise pool; they are eligible for Annual Experience Increment (AEI) after three years of 1.0 employment.

Teaching faculty are hired to respond to program needs, and thus may very well be teaching a variety of courses offered by the department, interacting with the program, with students who are majoring/minoring, with curriculum, with certain programmatic requirements, with student advising. These positions indicate an obligation to the unit's future, and the expectation of the Teaching faculty member is to assist with the future of the degree-granting program, in all of its different teaching manifestations

Evaluation in a Teaching faculty assignment will be 80% teaching and 20% service. Normally, no research will be assigned. Per WVU P&T document (Part III.B., page 4, 2006-07 version): "Faculty members are expected to undertake a continuing program of studies, investigations, or creative works." For Teaching faculty, this will be defined as expectation that the annual file include systematic assessment of instructional processes/outcomes and application of findings to enhancing course and program effectiveness.

The compensation norm for faculty hired with title of Teaching Assistant Professors will be ~75-80% of the extant beginning tenure-track Assistant Professor salary. Compensation norm for faculty hired with title of Instructor will be ~65-70% of the extant beginning tenure-track Assistant Professor salary.

An individual may continue in term appointments indefinitely, contingent upon need, performance, and funding. No number of term appointments at any Teaching faculty rank/title shall create presumption of right of continued appointment or transition to another type of position.

A terminal degree is usually required for appointment as Teaching Assistant Professor. A master's degree may be an acceptable credential for appointment, in accord with the nature of the position and with department guidelines.

For Teaching faculty who wish to stand for promotion, in addition to a sustained record of classroom teaching excellence, the file is expected to show evidence of significant programmatic contribution to the University's teaching mission. Such evidence will normally include systematic assessment of instructional processes/outcomes, application of findings to enhancing course and program effectiveness, and evidence of ongoing contribution to solving problems and addressing Department-, College-, and University-defined needs, priorities, and initiatives.

External evaluations will not be required for promotion in these teaching-centered positions.

Promotion to senior ranks is not a requirement for institutional commitment and career stability in a Teaching faculty appointment. For these term appointments, the College normally follows the same promotion timeline governing tenure-track positions; that is, subject to reappointment, a Teaching faculty member and her/his Director may choose to initiate consideration for the first promotion during the sixth year (with promotion effective beginning year seven), or later. 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. Ordinarily, the interval between promotions at West Virginia University will be at least five years. Promotions after the first promotion will be based on achievement since the previous promotion. Regardless of title, Teaching faculty appointments will continue as term appointments.

Clinical Assistant Professor

A service-oriented faculty position, promotion-eligible, non-tenure track. Normally requires a terminal degree.

Per BoG Policy 2 Policy, the appointment must be majority service, with classroom instruction secondary. Teaching has been defined as maximum of fourteen (14) credit hours per academic year, 0.467 FTE of the total assignment, during the nine-month academic year.

Expectations considered in annual evaluations and possible promotion or performance-based salary increases for Clinical faculty will include significant contribution in the areas of service and teaching and reasonable contribution in research, at West Virginia University. The criterion of "reasonable research contribution" for purpose of annual review and continuation in rank is normally one example of ongoing productivity, such as a presentation at a strategically selected professional conference, per year. However, for discretionary promotion, a record of publication will be expected.

Per WVU P&T Document (Part X, page 12, 2006-07 version):

For faculty who have service as an area of significant contribution, service activities provided for the benefit of the citizens of the state will receive primary emphasis when reviewed for promotion purposes. While service to the university and professions are worthy of consideration in this context, normally a faculty member must have significant service activities, which can include the creation and direction of service-learning projects, directed to the citizens of West Virginia. Exceptions to this normal practice may occur when a faculty member provides extraordinary and extended service to the university, profession, or on a national or international level. Such exceptions should be identified in the letter of appointment or subsequent documents.

External evaluation of Service is required for promotion (WVU P&T Document Part XII, page 13, 2006-07 version):

In years when a faculty member who has research or service as an area of significant contribution is being considered for tenure or for promotion, the evaluation file must contain evaluations of the quality of the faculty member's research or service from persons external to the University.

Promotion to senior ranks is not a requirement for institutional commitment and career stability in a Clinical Assistant Professor appointment. For such promotable but not tenurable positions, the college normally follows the same promotion timeline governing tenure-track positions; that is, subject to reappointment, a Clinical Assistant Professor may choose to initiate consideration for a promotion during the sixth year (with promotion effective beginning year seven), or later. 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. Ordinarily, the interval

between promotions at West Virginia University will be at least five years. Promotions after the first promotion will be based on achievement since the previous promotion.

Integration

Clinical faculty and Teaching faculty, along with tenure-track faculty, should be a part of the overall life and procedures of the unit.

Visiting faculty would normally be involved in informational and current-year aspects, but not in decision-making that shapes the future of the unit.

Lecturers and other Faculty Equivalents (FEAPs) receive annual appointment letters, defining the responsibilities/expectations of their appointment for the next fiscal year or portion thereof.

Teaching faculty receive term appointment letters, defining the responsibilities/expectations for the designated term of appointment.

Tenure-track and Clinical faculty positions that are promotable do not receive an annual appointment letter. The terms of the appointment are laid out in the initial letter, modifiable by MOU but generally considered an ongoing set of responsibilities and expectations. If not to be renewed--for performance, program, or fiscal reasons--they receive notice of non-renewal prior to that action.

All faculty should receive annual evaluations. Tenure-track faculty, Clinical faculty, and Teaching faculty should have annual workload plans.

Tenure-track faculty, Clinical faculty, and Teaching faculty are hired following standard University search protocol. Recommended department practice for identifying Lecturers is: Department periodically posts requirements for potential lecturer needs.

Faculty development and travel grants require 1.0FTE appointment.

Current University guidelines state, "faculty holding non tenure-track appointments may be considered for graduate faculty membership" with stipulation that they "must meet the same criteria for review, approval, and continuation as do tenure-track faculty." (2006-2008 Graduate Catalog, pp. 16-17).

A Clinical faculty appointment's focus is on service, a Teaching faculty appointment on teaching. A sabbatical's focus is on research (scholarship) activity. Therefore, a sabbatical leave is not appropriate for Clinical or Teaching faculty. Clinical and Teaching faculty are eligible to apply for Professional Development Leave, which is similar to a sabbatical leave for non-research personnel. The decision to support, at the department level and above, will include consideration of whether the proposal makes sense, aligns with unit and College priorities, will result in contributing to "the enhancement of the skills of the employee and to the mission and goals of the unit and University," and whether the department can manage coverage of the duties, as applied to all leave applications.

Rights of Term Appointees (Teaching Faculty)

Term Appointees have the right to vote in department meetings and serve on unit evaluation committees (consistent with present university practice). They will be counted in determining Senate representation, and, as full-time faculty members, will be eligible for Senate and Faculty Development Grants.

Performance of a Term Appointee that is Below Expectation

If performance of a term appointee is below expectation, as confirmed through the annual evaluation process, the term appointment need not be renewed. No specific reason need be given for the decision not to renew, although there should be timely notice that the appointment will not be renewed. As indicated in the Evaluation Calendar,

“Full-time non-tenure track faculty should be mailed notification (by April 1) if their contract will not be renewed.”

Please note that unsatisfactory performance could result in termination at the end of an academic year.

Performance of a Tenure-Track Faculty Member that is Below Expectation

If a tenure-track faculty member is a successful teacher but inadequate in research to warrant tenure, they may not be moved to a non-tenurable instructional term appointment. However, they could be an applicant for a newly-created term position at a lower entry-level salary.

For a traditional tenure-track faculty member, the critical year may not be delayed by temporarily giving the individual a non-tenurable instructional term appointment.

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