

Effective: April 20, 2018

**Faculty Policy:
PROMOTION STATEMENT**

Approved: April 3, 2018, MU/APSCUF-MU Meet and Discuss
April 20, 2018, State Meet and Discuss

Preface

This Statement on Promotion was prepared by the Committee on Promotion and Tenure. Based upon the procedures and policies adopted by the committee, this document was developed according to the guidelines issued by the statewide ad hoc Committee on Promotion. The document was revised September 1, 1976, on the basis of faculty suggestions and additional experience acquired by the committee in its use. The document was again revised on October 15, 1980, November 1, 1982, October 14, 1996, November 3, 2000, October 10, 2005, October 2, 2009 and April 20, 2018 by mutual agreement between APSCUF-MU and the University President. It should be understood that this statement is not a static, immutable document. As additional experience is gained by the faculty in applying the policies and procedures outlined here, one can expect that problems will arise that need to be resolved. It is the responsibility of all concerned to be constantly aware of the importance of the continued development of a quality faculty, and a viable promotional policy is a major aspect of this goal.

I. Introduction

In the determination of faculty promotions, the Collective Bargaining Agreement (CBA) provides specific procedures and general criteria which are designed to insure fairness and uniformity in the evaluation of candidates for promotion. At each level of the promotion and tenure process, university guidelines on affirmative action will be scrupulously upheld. (See Article 3 of the CBA.) This Statement on Promotion is intended to elaborate on the CBA by specifying in detail the procedures for promotions, the criteria considered in evaluating the candidates, and the basis upon which the related evidence will be judged. An examination of the guidelines should indicate that promotion is more than a matter of meeting minimal longevity and academic standards. They should convey the assumption that the candidate must show evidence of meritorious performance of professional duties in the areas specified. The examination and judgment of this evidence will be the responsibility of designated peers.

II. Professional Responsibility

Fulfillment of professional responsibilities as a member of the faculty shall be a fundamental criterion on the basis of which a promotion judgment shall be made. Failure to meet these responsibilities shall preclude a favorable recommendation for promotion.

Contained in them are specifics concerning the privileges, rights, and duties of a faculty member

at Millersville University. In judging a candidate for promotion, these broad criteria shall be considered by the departmental promotion committee, the department chairperson, and the university-wide promotion and tenure committee.

In addition, the CBA, Article 4, lists specific duties and responsibilities, namely:

- A. Prepare for and meet assigned classes.
- B. Confer with and advise students and advisees.
- C. Hold regular posted office hours at least five (5) hours per week on no fewer than three (3) different days of the week.
- D. Evaluate students fairly and report promptly on student achievement.
- E. Participate in group deliberations which contribute to the growth and development of the students and the university.
- F. Accept those reasonable duties assigned within the fields of competence.
- G. Attempt honestly and in good conscience to preserve and defend the goals of the university, without being restricted in the right to advocate change.

III. Promotion Procedures

As stated in Article 16 of the CBA, any faculty member with the required minimum qualifications may submit an application for promotion. The procedure outlined next is to be used for all promotion recommendations. In preparing these recommendations, the departmental promotion committee, the department chairperson, and the dean/appropriate assistant vice president or higher should consider the criteria (Section V of this statement) used by the university-wide promotion and tenure committee in its deliberations. (The "appropriate assistant vice president or higher" acts in the role of dean only for those faculty who do not report to an academic dean. Examples: Academic Advisement and Student Development; Counseling and Human Development; Intercollegiate Athletics; Library.) Forms to be used by the applicant, by the departmental committee, by the department chairperson, and by the dean/appropriate assistant vice president or higher are available from the office of the Provost and Vice President for Academic Affairs. All completed material should be sent to the person of the university-wide promotion and tenure committee; however, supporting material should be sent to the President or his/her designee.

- A. The faculty member contemplating applying for promotion is strongly encouraged to inform the department chairperson as soon as possible but no later than September 15th so that the department chairperson may convene the department to form the departmental evaluation committee.
- B. By September 29th, the department chairperson shall conduct the election of the departmental promotion committee, convene the first meeting of the departmental promotion committee, and conduct the election of the committee chairperson.
- C. The faculty applicant submits one original and 12 copies of the promotion application packet (spiral bound, left margin) and one copy of supporting materials (in ring binders if

- possible) to the department chairperson by November 1. The department chairperson receives the promotion applications and supporting documentation from department faculty members and immediately notifies and distributes a copy of the application packet to the departmental evaluation committee and the dean/appropriate assistant vice president or higher.
- D. Each department is to determine the procedures to be followed within the department for evaluating faculty and preparing recommendations on promotion. Procedures must not, of course, conflict with any portion of the CBA and must be in accordance with the guidelines in Section IV of this statement. Both the departmental committee and department chairperson shall independently complete recommendation forms.
 - E. The department chairperson shall review all of the evidence available and make a recommendation to the university-wide promotion and tenure committee. This recommendation shall contain specific references to the evidence considered by the department chairperson on the basis of which the recommendation is made.
 - F. Before the department chairperson makes his/her recommendation, the candidate for promotion shall be advised of his/her right to meet with the department chairperson. The department chairperson shall inform all candidates of his/her recommendation. It shall further be the responsibility of the department chairperson to provide the candidate with the reasons for his/her recommendation.
 - G. The department chairperson shall submit the full list of applicants and a detailed recommendation for each applicant in writing to the university-wide promotion and tenure committee no later than February 1, with a copy of the list of applicants being forwarded to the appropriate dean/appropriate assistant vice president or higher. In addition, all data and materials upon which the recommendation of the departmental promotion committee is based shall be forwarded to the President or his/her designee by February 1. The supporting materials folder for each candidate may be placed in a central location easily accessible to the university-wide promotion and tenure committee.
 - H. No department chairperson shall evaluate his/her own application or the application of a member of his/her immediate family or a person residing in his/her household. Immediate family is defined as spouse, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law or sister-in-law. A department chairperson shall not be permitted to participate in the review of any applicants, if he/she or a member of his/her immediate family or a person residing in his/her household is an applicant. If the department chairperson should become ineligible to write a recommendation(s) for promotion, the department chairperson will be replaced in accordance with the procedures found in the CBA in Article 12, Section C.1.a.
 - I. The dean/appropriate assistant vice president or higher will submit his/her recommendation (independently prepared) to the university promotion and tenure committee chairperson and the applicant by February 1. In making his/her independent recommendation, the dean/appropriate assistant vice president or higher is not permitted under the CBA to review the recommendations of the department chairperson or the department committee prior to submitting his/her recommendation to the university-wide promotion committee. No dean/appropriate assistant vice president or higher shall submit a recommendation regarding the application of a member of his/her immediate family, as defined in the CBA, or a person residing in his/her household. The applicant may submit a written statement to the university promotion and tenure committee addressing this

recommendation by February 15th.

- J. In the event that the Provost is named as the President's designee for purposes of making decisions about promotions, then the Provost shall not make a recommendation. If the Provost does not serve as the President's designee, he/she is permitted, under the CBA, to review the recommendation of the department chair, the department committee, and the dean/appropriate assistant vice president or higher prior to submitting his/her recommendation to the university-wide promotion committee by February 21.
- K. Before the departmental promotion committee and the chairperson submit their recommendations to the university-wide promotion and tenure committee, the candidates for promotion shall have the right to:
- Have access to all materials used by both the committee and the chairperson;
 - Receive a copy of the recommendations of both the committee and the chairperson;
 - Have a reasonable amount of time (no fewer than 4 days) to review the recommendations of both the committee and the chairperson before meeting separately with the committee and the department chair to discuss their evaluations.
- L. All pages of the recommendation forms are to be signed by the applicants indicating they have seen the recommendations.
- M. Should the applicants disagree with any part of the departmental promotion committee's or the department chairperson's recommendations, they may attach a personal statement to the recommendations before they are forwarded to the university-wide promotion and tenure committee and they may appear before the university-wide promotion and tenure committee.
- N. The department chairperson's recommendation, prepared on the appropriate forms, together with the form completed by the applicants, shall be submitted by the department chairperson to the chairperson of the university-wide promotion and tenure committee by February 1.
- O. The departmental evaluation committee shall submit its recommendation, on the appropriate form, to the chairperson of the university-wide promotion and tenure committee by February 1.
- P. A memo shall be sent to the applicants no later than February 10 from the university-wide promotion and tenure committee, with a copy sent to the department chairperson and the departmental promotion committee, acknowledging receipt of the applications and departmental recommendations.
- Q. The university-wide promotion and tenure committee shall review the applications and the submitted recommendations including all documentation, as well as student evaluations. It shall judge each application on the basis of the degree to which each candidate has met the criteria appropriate to the rank to which promotion is sought. (Section IV of this statement provides detailed procedures of the university-wide promotion and tenure committee for evaluating applicants for promotion.)

- R. If the President of the university or his/her designee desires, he/she may consult with the university-wide promotion and tenure committee regarding procedure and policy. At the President's or his/her designee's request, after receiving the recommendations, the university-wide promotion and tenure committee shall meet with him/her to provide clarification as to the basis upon which a promotion recommendation has been made.
- S. In the event the President or his/her designee rejects a recommendation of the university-wide promotion and tenure committee, that committee shall be notified in writing and it shall be given an opportunity to discuss the matter with the President or his/her designee. A meeting between the President or his/her designee and the committee regarding candidates who were not promoted must occur prior to the President or his/her designee announcing his/her final decisions.
- T. The President or his/her designee shall announce to the faculty his/her decision not later than July 15.
- U. After all steps in the promotion procedure have been completed and the applicants have been notified of the President's or his/her designee's decision, the candidate's application and all the associated recommendations shall be placed in his/her official personnel file.
- V. An individual academic faculty member shall have the right to grieve in accordance with CBA Article 5, Grievance Procedure and Arbitration, a promotion decision only as to himself/herself and then only with respect to failure to observe the procedures set forth above or insofar as other provisions of this agreement may have been violated.

IV. Procedures of the University-Wide Promotion and Tenure Committee

Following the February 1 deadline for submission of all applications for promotion from departmental promotion committees, the chairperson of the university-wide promotion and tenure committee shall initiate the following procedures.

A. Initial Screening of Applications

The committee shall read all the applications for promotion in order to ascertain: (1) that there is a completed application form from every applicant, (2) that each applicant has met the required minimum qualifications and (3) that departmental committees, the chairpersons, and the deans/appropriate assistant vice presidents or higher have provided the required information.

B. Committee Action Following the Screening

The committee may request from the applicants or the department chairperson or from the departmental promotion committee or from the dean/appropriate assistant vice president or higher any information which might have been omitted but which may be readily available. Concerned parties will have one (1) week after receiving notification to respond to the requests of the university-wide promotion and tenure committee. Information, testimony or other evidence, apart from that supplied by the applicant, the department chairperson, the departmental promotion committee, or the dean/appropriate assistant vice president or higher may be considered by the committee but will not be entertained unless submitted at the request of the university-wide promotion and tenure committee. The university-wide promotion and tenure committee may neither receive nor accept unsolicited third party

communications which were not a part of the formal application materials.

The findings of this initial reading shall then be discussed by the entire committee. Applicants who fail, on the basis of evidence presented, to meet required minimum qualifications shall be notified that their application will be given no further consideration.

C. Late Applications

The applicant has the responsibility to meet all contractual deadlines. Should the department chairperson, the departmental promotion committee, or the dean/appropriate assistant vice president or higher fail to meet contractual deadlines, the applicant may submit his/her materials directly to the university-wide promotion and tenure committee by February 15 and the committee must accept them.

D. Evaluation of the Applications by Committee Members

Once this preliminary processing has been completed and all questions on points of information have been clarified, each member of the committee shall read and evaluate each application. In the evaluation careful consideration shall be given to the applicant's achievements in each of three areas: effective teaching and fulfillment of professional responsibilities, continuing scholarly growth, and service (contributions to the university and/or community). At Millersville University, teaching is recognized as the single, most significant responsibility of the teaching faculty. Therefore, teaching effectiveness is the most important category on the basis of which a promotion judgment will be made. The evaluation for all non-teaching faculty shall include but not be limited to the duties and responsibilities of the position, fulfillment of professional responsibilities, mastery of subject matter in discipline, contribution to the university, and continuing scholarly growth. Faculty with mixed workloads will be evaluated according to established CBA guidelines. Each committee member shall then place the applicants in each faculty rank category in one of two groups: Recommended for Promotion, Not Recommended for Promotion.

1. Members of the committee shall review carefully and in detail all materials placed before them.
2. The candidate shall have access to copies of all documents reviewed by the committee and a log of sources of information considered by the committee for his/her application only.
3. If the committee is not satisfied with the justification the department chairperson, departmental evaluation committee, or dean/appropriate assistant vice president or higher makes for its recommendations, the committee will return the matter to the department chairperson, departmental promotion committee, or dean/appropriate assistant vice president or higher with instructions. If the response is unsatisfactory, the committee may discount the department chairperson's, departmental promotion committee's, or dean's/appropriate assistant vice president's or higher recommendations and make its own evaluation.
4. Information, testimony or other evidence, apart from that supplied by the applicant, the department chairperson, the departmental promotion committee, or the dean/appropriate assistant vice president or higher may be considered by the committee but will not be entertained unless submitted at the request of the committee. In the event information, testimony, or other evidence, apart from that supplied by the

applicant, is considered, the candidate shall be provided with a copy of all such information, testimony or other evidence, and shall be provided with an opportunity to respond to the committee's recommendation.

E. Development of Promotion Recommendations by the Committee

After each member of the university-wide promotion and tenure committee has completed his/her grouping of all applicants eligible for promotion, the university-wide promotion and tenure committee shall meet and develop a single list of its recommendations for promotion via the following steps:

Determining the Recommended Applicants: The university-wide promotion and tenure committee will be polled to determine those applicants for promotion who have been judged in the recommended category. Five or more votes by the university-wide promotion and tenure committee members to recommend will place the applicant in the recommended category. After the list of recommended is completed, the university-wide promotion and tenure committee will be requested to write a brief statement giving reasons for each applicant who has not been placed in the recommended category.

Ranking the Recommended Applicants: The committee shall next determine the ranking of applicants who are to be recommended for promotion for each faculty rank. Each committee member shall individually rank the recommended applicants according to his/her evaluations. Following committee discussion, individual committee rankings shall then be combined following a ranking technique adopted by the committee to produce a committee ranking for each faculty rank. The committee shall prepare for each applicant a statement regarding each applicant's qualifications for promotion and his/her ranking in the recommended group.

F. Information Forwarded to the University Administration

The ranked list of recommended applicants together with committee statements for each applicant along with the list of applicants not being recommended and their committee statements shall be forwarded to the President of the university or his/her designee and to the President of APSCUF-MU no later than April 15.

G. Notification of Applicants Regarding the Recommendations of the Committee

Before the university-wide promotion and tenure committee makes its recommendations, the candidate for promotion shall be advised by the committee of his/her right to appear before the committee. All applicants shall be notified of the university-wide promotion and tenure committee's final recommendations and their individual ranking among those recommended at the same time that these recommendations are forwarded to the President of the university or his/her designee and to the President of the local chapter of APSCUF-MU.

H. Confidentiality of Promotion Information

All members of the university-wide promotion and tenure committee observe a code of strict confidentiality regarding all promotion information. They do not discuss the information forwarded to them by individual applicants, the department chairperson, departmental promotion committees, and the dean/appropriate assistant vice president or

higher outside of the university-wide promotion and tenure committee. There is to be no private discussion by university-wide promotion and tenure committee members concerning any of this information.

V. Criteria for Promotion

A. Definition and Profile of Academic Ranks

Rank	Minimum Legal Stipulations for Promotion/Appointment	University-Wide Stipulations for Promotion/Appointment	Additional Expectations for Promotion
Instructor	Three years of teaching experience; Bachelor's degree + 15 semester hours graduate credit.	Legal stipulations	Legal stipulations
Assistant Professor	Four years of teaching experience; Master's degree + 10 semester hours graduate credit, earned doctorate or recognized equivalency.	Legal stipulations	Demonstrates teaching effectiveness and fulfillment of the professional responsibilities of a faculty member; evidence of scholarship and professional development; evidence of service to the university, community, or profession.
Associate Professor	Five years of teaching experience; Seventy credits of graduate work including a master's degree; master's degree + 40 graduate credits; earned doctorate or recognized equivalency; or all course work completed toward a doctorate.	Three years at the assistant professor rank at Millersville University and the earned doctorate or equivalent or six years at the assistant professor rank at the university is required.	Sustained effectiveness in teaching and fulfillment of the professional responsibilities of a faculty member; evidence of (1) established scholarly program including peer-reviewed scholarship and (2) professional development and activity; demonstration of service to the university, and service to the community or the profession.
Professor	Seven years of teaching experience; Earned doctorate degree or recognized equivalency or eligibility under the 3% rule.	Five years at associate professor rank at Millersville University and an earned doctorate or equivalent, except that eight years at the associate professor rank is required for promotion under the 3% rule.	Outstanding teaching and fulfillment of the professional responsibilities of a faculty member; evidence of (1) scholarly program with sustained accomplishments in peer-reviewed scholarship and (2) sustained professional development; and active sustained service including leadership within the university, and in the community or profession.

The foregoing stipulations are to be considered as minimal, and the satisfaction thereof does not imply automatic promotion.

B. University-Wide Stipulations for Promotion

1. Minimum Qualifications: In addition to these legal stipulations which represent the minimum qualifications for appointment or promotion, the committee on promotion and tenure shall use specific criteria as detailed below. Satisfying these criteria will not automatically warrant a promotion. Consideration of the extent to which the candidate has fulfilled also his/her professional responsibilities, as outlined in Section II of this statement will be included in the committee's evaluation.
2. Equivalencies to Earned Doctorate: Holders of professional doctorates, including but not limited to the J.D. degree, shall be deemed eligible for consideration for appointment or promotion, provided that they meet other criteria or expectations for appointment or promotion and that their candidacy is in compliance with the Act 182 stipulation that "Graduate degrees and preparation...shall be earned in fields related to the service rendered to the college." Similarly, holders of the M.F.A. degree, when related graduate preparation totals at least 60 semester credit hours, whether those graduate credits were obtained while receiving the M.F.A. degree or before or after receiving the M.F.A. degree, shall be deemed eligible for consideration for appointment or promotion, provided that they meet other criteria or expectations for appointment or promotion and their preparation and primary assignment are in the studio or performing arts.
3. Sequence for Tenure and Promotion: Recommendations for promotion will not be considered prior to action taken on the applications for tenure. Eligible individuals, however, may apply for tenure and promotion simultaneously and concurrent action will be taken on both of these applications.
4. Exceptions: In exceptional cases, involving a candidate of unusually high qualifications, the committee may see fit to reduce the length of service requirement as long as the faculty member has a minimum of two years of service at Millersville University and has fulfilled the minimum length of service required under the law. However, no departures from the normal promotion procedure will be offered as a condition of appointment, and no promotions shall be granted prior to two years of teaching experience at the university.

C. Evidence Used to Evaluate the Degree to Which the Criteria within the Following Three Categories Have Been Met

1. Teaching Effectiveness and Fulfillment of Professional Responsibilities

a. Conceptual Definition

Teaching effectiveness and fulfillment of professional responsibilities is the first priority for all faculty. For most faculty, teaching constitutes the major portion of professional responsibilities. The goal of effective teaching is student learning. Effective teaching increases students' engagement with a subject, enhancing their learning. Through effective teaching students develop the ability to comprehend, synthesize, apply, and critically assess substantive concepts. Effective teaching creates a learning environment that is stimulating to students of various abilities and career goals and instills in students enthusiasm and interest in the subject, creating in students an appreciation for the value of life-long learning. Effective teachers create an environment in which students see

themselves as learners developing understanding of themselves, others, and their world. They create a curriculum that reflects disciplinary/interdisciplinary/multidisciplinary appropriateness, research on pedagogy, and advances in the substantive field. They experiment to evaluate new instructional technology and pedagogy, broadening their understanding and skill as effective teachers. As part of a faculty member's professional responsibility that is integral to the fostering of student learning, academic advisement must be recognized and the quality of advisement by faculty must be addressed. Effective teaching takes place in a variety of ways and places and is not limited to the traditional classroom. Those faculty whose primary areas of professional responsibility are duties other than teaching are encouraged to define those responsibilities clearly and to develop criteria for their evaluation.

Faculty professional responsibilities include those activities that directly affect students' abilities to learn and to grow, and vary according to the specific assignments of individual faculty members. The means to effective achievement reflects professional practice, meaningful participation, and efficient use of resources.

b. Evaluation Guidelines

The purpose of this procedure is to evaluate faculty with regard to teaching in the broadest terms while providing some degree of predictability and consistency of process. The proposed procedure is compatible with the CBA and the proposed conceptual definition of teaching effectiveness and fulfillment of professional responsibilities and reflects current scholarship on effective college teaching and evaluation.

Effective teaching and fulfillment of professional responsibilities cannot be determined on a single datum. Multiple sources and types of evidence will, therefore, be necessary to evaluate effective teaching and fulfillment of professional responsibilities.

i) Faculty Narrative Statement

The faculty member should write a narrative statement that provides overview explanation of teaching fulfillment and professional responsibilities with an emphasis on how these activities affect student learning.

The following serve as examples of the kinds of activities which might be included: developing new courses/programs, explaining the relationship between course assignments and intended course objectives/outcomes, preparing for meetings with clients, selecting assigned text/readings, providing reference services, fostering higher levels of thinking among students, integrating technology into courses/programs, using contemporary pedagogy, supervising student teachers, trying experimental approaches, and explaining forms of assessment of student learning.

The faculty member's narrative statement should include reference to appropriate supporting material, such as:

- course syllabi

- examples of teaching materials (exams, handouts, media)
- samples of student work demonstrating:
 - successful completion of assignment(s);
 - faculty feedback to students who have unsuccessfully prepared assignment(s)
- other items agreed upon in departments

ii) **Peer Evaluations**

iii) **Student Evaluations**

Student evaluations from five or more classes with an average enrollment of 15 students per class. If the average enrollment is less than 15 students, the number of classes should be extended to include at least 75 students.

iv) **Departmental Promotion Committee Evaluations**

Written evaluations prepared by the departmental promotion committee of the syllabi, course examinations, assignments, and other materials prepared by the candidate for teaching purposes.

v) **Departmental Chairperson Evaluations**

Written evaluations prepared by the departmental chairperson of the syllabi, course examinations, assignments, and other materials prepared by the candidate for teaching purposes.

vi) **Dean/Appropriate Assistant Vice President or Higher Evaluations**

Written evaluations prepared by the dean/appropriate assistant vice president or higher of the syllabi, course examinations, assignments, and other materials prepared by the candidate for teaching purposes.

2. Continuing Scholarly Growth

a. **Conceptual Definition**

- Continued development of one's knowledge, skills, and pedagogy within chosen discipline
- Continued contributions to developing the body of knowledge within chosen discipline
- Shares and applies new knowledge, skills, and insights

All scholarship is valued. Scholarship and professional development varies by discipline and the professional goals of the individual. The goal of scholarship and professional development is to engage the faculty member in some form of activity that is beneficial to facilitating growth in knowledge and perspective as well as contribute to the discipline or community. The wide variety of different types of scholarship include, but are not limited to: performance; exhibits; consulting; creation of artifacts which are implemented in school, industrial, or student competition; practice reports; presentations; and publications. Those

practicing a more traditional form of scholarship may be oriented toward presenting research findings at professional conferences and publishing articles in refereed journals. In this case, the influence of the scholarship is evidenced by its acceptance through peer review and its exposure through the widest possible appropriate audience. Those practicing a more non-traditional form of scholarship may be oriented toward the development and implementation of curricular materials in schools or the development of materials, processes and products adopted in industrial environments. In this case, the influence of the scholarship is evidenced in its exposure to the most appropriate audience for whom the work is intended, and its acceptance as a valued contribution to the field—an inherent peer review process. In all cases, a holistic approach to evaluation should be maintained—not merely an enumeration of various types of activities.

b. Evaluation Guidelines

The purpose of this procedure is to evaluate faculty with regard to scholarship and professional development in the broadest terms while providing some degree of predictability and consistency to the process. The proposed procedure is compatible with the CBA and the proposed conceptual definition of scholarship and professional development.

i) Faculty Narrative Statement

The faculty member should write a narrative statement that provides an overview explanation of how the scholarly activities in which the faculty member has undertaken contribute to his or her professional development — and make a contribution to the discipline and/or community. It is incumbent upon the applicant to make the case for promotion/tenure and not assume evaluators will be able to discern the importance of any given activity.

The following activities serve as examples of the kinds of professional development and scholarly activities in which faculty tend to engage. Generally, evaluators will assume membership in an organization, while important, does not provide the same degree of professional development and yield the same degree of scholarship as the adoption of a faculty developed curriculum by a school district, a refereed journal article publication, or the adoption of a faculty designed industrial technique by business. While evaluators will tend to give more weight to those activities at the bottom of the following list, the entire list is viewed as containing steps important to the overall process of professional development and the scholarly work, i.e., usually publication does not precede membership, attendance, and participation.

- membership in professional organizations (local, state, national, international);
- attendance at professional conferences, workshops, institutes, summer study programs, graduate courses or short courses related to the discipline and professionally recognized; continuing education and/or licensing;
- holding office in professional organizations (local, state, national,

international);

- professional consulting; guest professorship; fellowships, honors, awards; grants and contracts – writing applications is good, receiving funding is better;
- participation in professional conferences (paper presentation, keynote speaker, moderator, facilitator, technician, organizer, etc.—local, state, national international); juried artistic exhibits; invited concerts; off-campus theater activities (direct, design, act); development and/or implementation of new scholarly or practical insights or skills as a result of systematic investigation (e.g., designing, implementing new curriculum, pedagogical approaches in conjunction with a school district); presentation of a counseling practice report at a conference;
- production or presentation of technological artifacts implemented by business/industry;
- research findings, pedagogical observations, technological artifacts, etc., published (print or electronic) as a result of the peer review process in scholarly journals, monographs, books, exhibitions, public performances or adopted for implementation by organizations such as school districts or business/industry.

The faculty member's narrative statement should include reference to appropriate supporting materials.

ii) Departmental Promotion Committee Evaluations

iii) Departmental Chairperson Evaluations

iv) Dean/Appropriate Assistant Vice President or Higher Evaluations

In its evaluation of Continuing Scholarly Growth, the department and university committees, the department chairperson, and the dean/appropriate assistant vice president or higher must differentiate between refereed/juried scholarship, and non-refereed/non-juried scholarship. In all cases, scholarship which has been submitted to a rigorous external review process will be given greater weight in the evaluation process. Regardless of the format, scholarship and applied research which has not undergone such a review will be given less weight in the evaluation process.

Similarly, the department and university committees, the department chairperson, and the dean/appropriate assistant vice president or higher should evaluate scholarship—traditional and nontraditional—in terms of the quality of the publication, exhibition or forum, giving greater weight to international and national/regional significance over local and university significance.

v) Testimony of Colleagues and Other Professionals in the Discipline

3. Service: Contributions to the University and/or Community

a. Conceptual Definition

Service contributes to the development and maintenance of the academic community and thus is essential for the welfare of the institution and the community the institution serves. It should not, however, be viewed as a discreet activity, separate and apart from the other aspects of faculty responsibility. Service supports and strengthens the functions of teaching, advising, scholarly growth, and other professional responsibilities. Aspects of service on campus include, but are not limited to serving on committees and task forces and participating in other departmental, school or college, union, and university-level activities that fall outside the traditional purview of teaching and scholarship. Beyond the campus, service includes activities such as public speaking, providing web-based information, and participation on civic, fraternal, and philanthropic organizations at the local, state, national, or international level. While recognizing the importance of support positions, quality of service is more important than quantity; thus service activities should include positions of leadership and responsibility. At the same time, service must be sufficiently emphasized and the rewards/recognition must be significant enough to insure that all faculty continue to serve throughout their careers.

b. Evaluation Guidelines

The purpose of this procedure is to evaluate faculty with regard to service while providing some degree of predictability and consistency of process. The proposed evaluation guidelines are compatible with the CBA and Governance Manual and the proposed conceptual definition of service.

i) Faculty Narrative Statement

The faculty member should write a narrative statement that provides an overview explanation of their service to their department and school or college, the University, and the community. This narrative should document the extent of faculty service with an emphasis on the quality of service including positions of leadership and responsibility.

The following serve as examples of faculty service:

- Contributions to the University (expectations include involvement in one or more of the following activities):
 - Significant contribution to program, department, school or college, and/or University committees and task forces, ad hoc or permanent.
 - Special individual assignments.
 - Significant contributions to University governance, including APSCUF activity.
 - Significant contributions to student organizations or activities.
 - Development of proposals that benefit the University or other significant contributions to the University.
 - Training or assisting other faculty members in the use of distance education technology.
- Contributions to the Community that are reasonably related to the faculty member's discipline (recognition is given for involvement with community)

organizations)

- Participation in community service in a professional capacity that brings recognition to the University.
- Professional contributions to area schools in a way that brings recognition to the University.
- Public performance in the performing arts or public exhibits in the creative (visual) arts, on and off campus related to the discipline. (Items not included in Scholarly Growth and Professional Development.)
- Service on state and/or regional evaluation and accreditation teams.
- Service through public lectures, board memberships, and professional consulting activities with area agencies and organizations.

The faculty member's narrative statement should include reference to appropriate supporting materials.

ii) **Departmental Promotion Committee Evaluations**

iii) **Departmental Chairperson Evaluations**

iv) **Dean/Appropriate Assistant Vice President or Higher Evaluations**

D. Weighting of the Three Areas of Evaluation

Each applicant will be evaluated by the University's Promotion and Tenure Committee on all three areas described previously. In any numerical evaluation of the candidates, the top and bottom scores will be eliminated. The final score for each candidate will be developed from these three areas using the weighting of the three areas of evaluation outlined below. Each candidate will be evaluated using all three of the weighting schemes. The applicant's final score will result from the weighting scheme which produces the highest overall score for that applicant.

Weighting Parameters

Teaching and Fulfillment of Professional Responsibilities: 50% or 60%

Scholarship and Professional Development: 20% or 30%

Service: Contributions to the University and/or Community: 20% or 30%

The three weighting schemes that will be applied to each candidate will be:

Teaching 50%; Scholarship 30%; Service 20%

Teaching 50%; Scholarship 20%; Service 30%

Teaching 60%; Scholarship 20%; Service 20%

E. Early Promotions

In most cases, faculty are not eligible to apply for promotion before they are eligible to apply for tenure.

In exceptional cases, involving a candidate of unusually high qualifications, the University Promotion & Tenure Committee may see fit to reduce the length of service requirement as long as the faculty member has a minimum of two years of service at the university and has fulfilled the minimum length of service required under the law. However, no departures from the normal promotion procedure will be offered as a condition of appointment, and no promotions shall be granted prior to two years of teaching experience at the university.

Definition of Exceptional for Purposes of Early Promotion:

As outlined in the Definition and Profile of Academic Ranks, the candidate must at least meet the level of expectations in all three areas of evaluation for the rank and must surpass the level of expectation in at least two of the three areas.

F. Promotion to Rank of Professor Under the 3% Rule

No one may be promoted under the 3% rule unless they are legally qualified to be an associate professor. Furthermore, no one may be promoted under the 3% rule when more than 30% of the faculty are currently full professors.

To be promoted under the 3% rule, a candidate must demonstrate the level of proficiency in the areas of teaching effectiveness, scholarly growth, mastery of subject matter and contributions to the university required of successful candidates with the earned doctorate or equivalent. In addition, candidates under the 3% rule must demonstrate exceptional strength in at least two of the following ways:

1. Performance of original works, such as plays or musical compositions, by a regionally or nationally recognized group.
2. Publication of a substantial quantity of original research or literary work in journals or magazines or regional or national stature in the candidate's discipline.
3. Recognition of professional excellence via regional or national awards, prizes, or other honors.
4. Exhibition of original works of art at exhibits or shows of regional or national stature.
5. Excellence in teaching.
6. Outstanding, sustained contributions to the university.

G. The candidate under the 3% rule shall submit an attestation to the quality of his or her exceptional professional attainment in a form appropriate for evaluation by the committee, such as:

1. Evaluation of the professional achievements by other professionals in the field, either in the university or out of it.
2. Published reviews of the candidate's work by authorities or scholars in the field.
3. Catalogues of regional or national exhibitions bearing evidence of the artist's participation.

4. Certificates attesting to regional or national awards or other honors.
5. Documented attestation to the excellence of his/her teaching effectiveness. For example, a chronology of student evaluations; letters from colleagues within and outside of the university, etc.

VI. Departmental Committees

A. Membership

Within each department there shall be promotion or evaluation committee(s) elected by the department regular full-time faculty members. The department shall determine the size of each committee, but it shall contain at least three but no more than five tenured members.

In no case may the department chairperson participate in the work of the committee.

All tenured members of the department are eligible to serve. The term of each member shall be one year, but without limit on eligibility.

Departments with five or fewer tenured faculty members may go outside their department to elect their promotion committee members. The procedure to be followed in such cases shall adhere to the guidelines provided in Article 12 of the CBA.

The election shall be held in September of each year.

The committee shall elect its own chairperson.

No faculty member who is an applicant for promotion may serve on any departmental or university-wide promotion and tenure committee that will be considering his/her application. Additionally, no faculty member shall serve on a departmental committee when a member of his/her immediate family or a person residing in his/her household is an applicant for promotion. Immediate family shall be defined as spouse, child, step-child, parent, step-parent, parent-in-law, brother, sister, brother-in-law, or sister-in-law.

Faculty members serving in administrative and managerial capacities (including department chairpersons) may not serve on the departmental promotion committee.

B. Responsibilities

The departmental promotion committee shall hold an organizational meeting by October 31 for the purpose of electing its chairperson and reviewing its procedures and responsibilities.

The departmental promotion committee shall be responsible for the authentication of all documents in the application.

The departmental promotion committee shall review all the evidence available and make a recommendation on each candidate directly to the university-wide promotion and tenure committee. This recommendation is to contain specific references to the

evidence considered by the committee on the basis of which the recommendation was made.

Before the departmental promotion committee makes its recommendations, the candidate for promotion shall be advised by the committee of his/her right to appear before the committee.

The departmental promotion committee will inform all candidates of the recommendation of the committee. It shall be the further responsibility of the committee to provide the candidate with the reasons for the recommendation.

The departmental promotion committee shall adhere to the procedures established by the university-wide promotion and tenure committee as detailed in Part IV of this statement.

An affirmative or "yes" vote by a majority of members of the departmental promotion committee shall constitute a recommendation for promotion. Consistent with Robert's Rules of Order, an abstention is considered a "no" vote.

VII. University-Wide Promotion and Tenure Committee

A. Membership

The committee on university-wide promotion and tenure consists of tenured faculty members as follows:

1. Nine faculty members, elected for two-year terms, two from each academic division (Social Sciences, Humanities, Education, Math/Science) and one from the non-school/college faculty. Five members, one from each academic division and the non-school/college are elected to serve terms beginning in even numbered years and four members, one from each academic division, are elected in odd numbered years.
2. Five alternates, elected for a two-year term, to fill a vacancy which may arise prior to the expiration of a term. Three alternates are elected to serve terms beginning in odd numbered years and two alternates are elected in even numbered years.
3. No member may serve more than two consecutive terms.
4. No two members of the committee (including alternates) may be from the same academic department.
5. No committee member shall serve on his/her departmental promotion and tenure committee.
6. The chairperson is selected by the committee from its members for a one-year term.
7. No faculty member who is an applicant for promotion may serve on any departmental or university-wide promotion and tenure committee that will be considering his/her application. Additionally, no faculty member shall serve on a departmental or

university-wide promotion and tenure committee when a member of his/her immediate family or a person residing in his/her household is a candidate for promotion.

8. Department chairpersons, if serving on the university-wide promotion and tenure committee, must recuse themselves from writing departmental chairperson evaluations for candidates applying for promotion.

The election of the committee is conducted in the spring of each year at the same time and place as the annual APSCUF-MU election. The election is a separate election with all regular members of the bargaining unit eligible to vote.

The President of APSCUF-MU shall be charged with announcing the call for nominees. Nominations are made by submission of names to the President of APSCUF-MU. The President of APSCUF-MU lists the names and circulates the slate of nominees to all regular members of the bargaining unit at least one week before the election. Prior to the end of the spring semester and subsequent to the election of the committee members for the next academic year, the newly constituted committee is convened by the present chairperson for the purpose of electing a chairperson for the next year.

Election to the committee is by plurality vote. Should an ineligible member receive a plurality, that name is stricken and the eligible candidate with the next highest plurality is elected. The ballots are counted by the designees of the President of APSCUF-MU. The terms of office begin at the beginning of each academic year.

B. Functions

1. The university-wide promotion and tenure committee shall organize itself and establish its rules of procedure by November 1 of each year.
2. The committee shall oversee the publication and distribution to all members of the bargaining unit the approved statement of promotion policies and procedures.
3. The committee on university-wide promotion and tenure is responsible for reviewing all applications for promotion in rank received from the various departments of the university. All applications must be accompanied by supporting documentation and by a recommendation from the applicant's appropriate departmental promotion committee, the department chairperson and the dean/appropriate assistant vice president or higher.
4. Applications are evaluated on the basis of information submitted to and/or requested by the committee according to the criteria established in the University Statement on Promotion and the CBA.
5. The ranked list of recommended applicants together with committee statements for each applicant along with the list of applicants not being recommended and their committee statements are forwarded to the President of the University or his/her designee and to the President of APSCUF-MU.