

Academic Unit Plan

For Hiring, Retention, Promotion, and Tenure

Fairhaven College of Interdisciplinary Studies
WESTERN WASHINGTON UNIVERSITY

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Awaiting Review by the Provost

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Preface

The purpose of tenure is to free faculty members to teach, inquire, create, publish, and serve with intellectual integrity and a commitment to the advancement of knowledge and value. For this reason, the granting of tenure carefully limits the conditions under which faculty can be removed from their positions. The granting of tenure must, therefore, be the result of a fair and full evaluation of the candidate's record and credentials according to the best judgment of the faculty and administration.

Eligibility for Tenure with Promotion to Associate Professor

The information in this section is from the UFWW Contract (Section 7.7). The Contract should be consulted as well as this document in any determination of definitions, conditions, and criteria relevant to retention, promotion, and tenure.

The total period of full-time service at WWU prior to the acquisition of tenure shall not exceed seven years of probationary service except in exceptional cases, including the three cases described below. Faculty shall be evaluated for tenure not later than the sixth year of service (or as amended by extensions described below). Faculty members may apply for tenure and promotion prior to the sixth year of the probationary period if they have reason to believe, based on their probationary evaluations, that they meet the standards set forth by the college. An unsuccessful application before the sixth year does not change the probationary period.

Scholarly leaves of absence of one year or less, except for work on an advanced degree, count as part of the probationary period, unless the individual and the President or the President's designee agree in writing to an exception to this provision at the time the leave is granted.

The total period of full-time service at WWU prior to the acquisition of tenure may be extended under the following circumstances:

- Pregnancy leave with or without pay automatically receives the extension. This extension is also available, upon application to the President or the President's designee, to those who would otherwise be eligible but who choose not to take a leave of absence.
- Faculty who take compassionate leave, military leave, or who have significant circumstances that can be shown to have severely disrupted the faculty member's ability to fulfill college standards, can request an extension that must be approved by the President or the President's designee.

Faculty who make a compelling argument based on extraordinary conditions for an extension that must be negotiated with the Dean and ultimately decided by the Provost.

Criteria

When a candidate applies for tenure and/or promotion, all relevant experience will be considered. All candidates must demonstrate a record of accomplishment at Western Washington University. In evaluating these accomplishments it is recognized that each case is unique and discretion must always be allowed. Decisions shall be based on reasoned judgment rather than set formulas. All provisions of this policy apply also to eligible part-time faculty. General qualifications and characteristics for promotion are as follows:

Tenure with Promotion to Associate Professor: For tenure with promotion to this rank, a person shall normally possess the doctorate or accepted terminal degree for the discipline. This rank requires a record of substantial achievement in both teaching and scholarship. In exceptional cases an outstanding record of achievement in one of these areas may be sufficient. Candidates for promotion to this rank are also expected to present evidence of contributions to academic policy and program. The achievements of part-time faculty are to be assessed proportionally in quantity but with the same quality standards.

Promotion to Full Professor: For promotion to this rank, a person shall normally possess the doctorate or the accepted terminal degree for the discipline. To attain the rank of professor, a faculty member must show evidence of excellent teaching and sustained scholarship. Significant contributions to academic policy and program are also expected. The achievements of part-time faculty are to be assessed proportionally in quantity but with the same quality standards. Eventual promotion to the rank of professor is not earned by long service alone, and it is not expected that all faculty members will attain this rank.

College Standards

Each Academic Unit (in this case, the College) has the option of developing Standards for its evaluation plan which are specific to the unit and which clarify the basis upon which the unit (the College) recommends its members for tenure and promotion. These Standards may in no case be less rigorous than the generic University-wide standards. The Standards are reviewed by the Fairhaven College Personnel Committee, the Dean, and the Provost for compliance with relevant College, University, Union, and State standards and procedures.

The Academic Unit Standards are provided to those to be evaluated and to all evaluators in the tenure and promotion process as part of the candidate's dossier.

Operational Sequence (also see the chart at the end of this section)

1. After consultation with the Dean of the College, the Personnel Committee revises, as necessary, and approves the Tenure and Promotion section of the Academic Unit Plan for Fairhaven College for the following year. Revisions are submitted to the Provost for approval.

1. The Dean informs the Personnel Committee and the candidate of the deadline dates for the various steps of the tenure and promotion process.
2. The candidate, the chair of the Personnel Committee, or the Dean may initiate consideration of review for tenure and/or promotion.
3. The candidate submits a complete application dossier to the Dean. Once the file is submitted for review, the candidate may not add any new evidence to the dossier, except to update the status of scholarly or creative work in progress.
4. The Personnel Committee members and eligible faculty review the candidate's materials and complete the evaluation forms; and the Personnel Committee composes a recommendation of the faculty to the Dean. The recommendation of the faculty is advisory to the Dean.
5. The chair of the Personnel Committee, in consultation with the other members of the Personnel Committee, summarizes individual written faculty and any external referee evaluations, writes a complete and substantial assessment of the candidate's file and recommends for or against tenure in a letter to the Dean.
6. The Chair of the Personnel Committee shares a copy of the letter with the candidate. The candidate may submit a response, within 5 working days, correcting any errors of fact.
7. If the candidate has no suggestions for changes and/or corrections to the letter, the Chair of the Personnel Committee sends the letter to the Dean. If the candidate suggests changes and/or corrections to the Personnel letter the Personnel Committee has five working to revise the letter, after which the Personnel Committee Chair sends the revised letter to the candidate and the Dean.
8. If the Personnel Committee's recommendation is negative, the candidate may appeal to the Dean, in writing, within 15 working days of receipt of the Committee's recommendation. The Dean must respond within 15 working days after receipt of the appeal.

9. The Dean returns the candidates' dossiers and materials for tenure and/or promotion back to the Personnel Committee within 10 working days if he/she believes that appropriate procedures and processes have not been followed or that the case needs some clarification.
10. The Dean prepares an independent written recommendation responsive to the recommendation of the Personnel Committee.

The Dean provides the candidate with a copy of the Personnel Committee's and his/her recommendations, with justifications, prior to forwarding them to the Provost. The candidate may submit a response, within 5 working days, correcting any errors of fact.

11. The Dean makes his/her written recommendation for each candidate on tenure and/or promotion to the Provost, with copies to the candidate and the Personnel Committee. The Dean may meet with the Committee to explain the rationale for his/her recommendations.
12. For candidates positively reviewed and for those who appeal a negative recommendation, the Dean forwards all materials, review letters and any response letter from the candidate to the Provost for review. If the Provost feels that appropriate procedures and processes have not been followed or that the case needs clarification, he/she first may remand the case to the College for reconsideration and response within 10 working days.

If the Dean's recommendation is negative, the candidate may appeal to the Provost, in writing, within 15 working days of receipt of the Dean's recommendation. The Provost must respond in writing to the appeal within 15 working days of receipt of the appeal.

13. The Provost prepares a written recommendation, with copies to the candidate, the Dean and the Personnel Committee.
14. For candidates positively reviewed and for those who appeal a negative recommendation, the Provost forwards all materials, review letters and any response letters from the candidate to the President for review.

If the Provost's recommendation is negative, the candidate may appeal to the President, in writing, within 15 working days of receipt of the Personnel Committee's recommendation. The President must respond in writing to the appeal within 15 working days of receipt of the appeal.

15. If the President's recommendation is negative in the final year of eligibility, the candidate may appeal to the Board of Trustees, in writing, within 15 working days of receipt of the President's decision.

17. If the President's recommendation is positive, a copy of the President's recommendation and justification is provided to the candidate by March 15 and is transmitted to the Board of Trustees.
18. In cases where there are no appeals, a copy of the President's recommendation and justification is provided to the candidate by March 15. In cases where there are appeals, a copy of the President's recommendation and justification is provided to the candidate by May 15.
19. The Board of Trustees' decision is final.

Responsibilities and Procedures

The Personnel Committee:

1. Determines, in consultation with the Dean, the procedures for review, revises them as necessary, and approves the Tenure and Promotion section of the *Fairhaven College Academic Unit Plan*.
2. Makes recommendations to the Dean about matters pertaining to the personnel of the College.
3. Is composed of at least three faculty members, including at least two tenured faculty members (one of whom is the chair), one staff member, and, when possible, one student. Ideally, members serve for at least two years, with the chair serving for two years after serving at least one year as a regular committee member.
4. Considers applications for tenure and promotion according to the published procedures and policies in the Academic Unit Plan and makes recommendations on tenure and promotion to the Dean.

The Candidate:

1. Assembles and organizes the documentation of his/her case (the dossier), and makes it available for review of the faculty by the published deadline.
2. Meets with the Personnel Committee to review the committee's recommendation before it is sent to the Dean.
3. Appeals, if so desired, any negative recommendation in writing and within 15 working days of receipt of the recommendation:

- To the Dean if the Committee's recommendation is negative
- To the Provost if the Dean's recommendation is negative
- To the President if the Provost's recommendation is negative
- To the Board of Trustees if the President's decision is negative (only the terminal year).

Appeals accompany the materials (the dossier) when they are submitted to the next level of review.

Guidelines for Preparing the Dossier

The dossier is critical to applications for tenure and/or promotion because it is the device used to portray to colleagues and evaluators one's involvement and accomplishments in all of the varied functions of Fairhaven College and Western Washington University and one's profession. Thus, the dossier constitutes a comprehensive, professional profile. To this end, it is important that the dossier be accurate, complete, well organized, and professionally presented. The candidate is encouraged to seek assistance from colleagues, especially one's appointed mentor, and the Personnel Committee on both editorial and substantive matters related to the preparation of the dossier.

The meaning of the term 'complete' is twofold. First, the candidate should include, by category, all activities and accomplishments pertinent to performance (1) prior to appointment to the faculty of Western Washington University and Fairhaven College, (2) since the time of the original appointment as a faculty member at Western and Fairhaven, and/or (3) since the most recent promotion depending on the promotion being sought. Second, documentation of activities or accomplishments should be included to substantiate the candidacy. Documentation may include letters of evaluation from reputable academics at other universities or colleges who are familiar with the research, writing, grant application, publication, teaching, service to the discipline, the College and University, and/or from members of the community who are familiar with other significant aspects of the candidate's professional efforts and accomplishments. It is imperative that sufficient evidence be provided to enable the reviewers to conduct a complete assessment of the candidate's performance in these areas. (See below.)

For faculty applying for tenure with promotion to Associate Professor, the dossier should include supporting materials for all work done at Western Washington University and Fairhaven College and, in appropriate cases, may include materials from previous academic positions or other relevant experience.

For faculty applying for promotion to Full Professor, the dossier should include supporting materials covering the period since hire or previous promotion

(whichever is more recent). The curriculum vita should address the entire academic career.

In both cases, the dossier should be organized and portioned with dividers into sections. The sections should be labeled:

1. College Standards
2. Candidate Statement
3. Curriculum Vita
4. Expectations and Conditions of Appointment from the Letter of Offer and Annual Evaluation Letters
5. Teaching
6. Contributions to the Curriculum
7. Scholarly and/or Creative Activity
8. External Letters of Support and Letters from Students
9. Service to the College, University, and Profession
10. Other Experience

Section 1: *College Standards*. The College standards identify the College's expectations for teaching, scholarship, and service for candidates seeking tenure and promotion.

Section 2: *Candidate Statement* should provide a self-evaluation of the candidate's research and scholarly program or creative activity, teaching philosophy, contributions to the curriculum, service, and related accomplishments.

Section 3: *Curriculum Vita* should present information regarding education, experience, employment, and publication and presentation record, including scholarly work in progress. The remainder of the vita should be organized to present information pertinent to Sections 4 thru 10 of the dossier. The vita is also the appropriate section for reference to academic or professional work in progress but not yet complete.

Section 4: *Expectations and Conditions of Appointment from the Letter of Offer and Annual Evaluation Letters* should include the letter of offer and all of the annual letters of evaluation prior to application for tenure prepared by the Dean, as well as the letter from the Personnel Committee resulting from the third year review.

Section 5: *Teaching* must include excerpts from student narrative evaluations of the teacher and his/her courses from the last five years, collegial peer reviews, materials that demonstrate teaching effectiveness such as syllabi, examinations, samples of student projects (with written permission of the student), documentation of classroom activities, including any nonstandard techniques of facilitating learning, and any other relevant substantiation.

Section 6: *Contributions to the Curriculum* should document courses taught within the College, including new courses designed for the College. These may include team-designed and team-taught courses. New themes or problems in the curriculum, new

perspectives or approaches to studying topics, new methodologies or combinations of methods, new activities in or out of class, and new techniques for facilitating learning should be included.

Section 7: *Scholarly and/or Creative Activity*. In listing books, articles, papers, and so on, a distinction should be made between refereed and non-refereed items. Unless otherwise specified in College standards, the following definitional guidelines should be observed in differentiating between refereed and non-refereed works:

REFEREED: the product of professional activity that involves the process of peer review, which should include at least one of the following: a journal's referee process; selection by an editor, publisher, or panel chair; or review by one's colleagues in some way that reflects upon the scholarly quality of the publication or project.

NON REFEREED: the product of professional activity that has utility for the community or profession, but that is not subject to any professional peer review process.

A distinction should also be made as to which items were produced prior to appointment to the faculty of Western Washington University and Fairhaven College -- those since the time of the original appointment as a faculty member at Western and Fairhaven, and since the most recent promotion.

The dossier should include reprints or copies of publications rather than the entire journal or book in which the publication appears in order to reduce the bulk of the dossier.

Section 8: *Letters of Support*. Reference letters from students, outside parties, such as publishers, coauthors, grant reviewers, and the like, may be included to support the candidate's case. These materials are recognized as useful and their inclusion is strongly encouraged. However, they will not satisfy the requirement for external letters of evaluation by scholarly and teaching peers in the profession outside Western and Fairhaven. The candidate should solicit letters of support. References should be informed that these letters of support are not considered confidential and will be available to the candidate.

Section 9: *Service to the College, the University, the Profession, and the Community (in a professional capacity)* should include materials pertinent to curricular development, contributions to college and university governance, student advising, program assessment, professional organizations, and so on.

Section 10: *Other Evidence* should include any other activities, accomplishments, services, and so on, not specifically applicable to Sections 4, 5, 6, 7, 8, and 9.

Roles and Task Assignments

The Personnel Committee Chair:

1. Assists each candidate in assembling his/her dossier.
2. Completes the “Personnel Committee’s Summary of the College Faculty Evaluation of Candidate for Promotion and/or Tenure” form and attaches the Committee’s evaluation, which will include a discussion of the faculty evaluations and the content of external letters of evaluation, if any. If disparities exist among the individual written faculty evaluations, the Personnel Committee will include an assessment of the basis of these disparities. The Personnel Committee’s evaluation will be comprehensive and detailed and should describe the candidate’s performance in the context of the College and the discipline. The criteria for judgments of teaching, contributions to the curriculum, scholarship and service should be clear. Specific evidence – such as quotations, summaries of letters, numerical data, information about scholarly venues – should be offered for all judgments

[See *Guidelines for Personnel Committee’s Evaluation of Candidates for Tenure and Promotion.*]

3. Shares the contents of the evaluation with the candidate prior to sending their recommendation to the Dean. The candidate is permitted 5 working days to review the letter and submit a response correcting any errors of fact.
4. Secures and transmits the required materials of positively reviewed candidates and those candidates who appeal, with his/her own written evaluation and recommendation, to the office of the Dean by the designated date. Required materials include:
 - The “Personnel Committee’s Summary of Faculty Evaluation of Candidate for Promotion and/or Tenure” with attachments
 - Evaluations and recommendations offered by individual members of the faculty eligible to participate
 - External letters of evaluation, if any (see *External Letters of Evaluation*)
 - The candidate’s dossier and, if applicable, the candidate’s response correcting any errors of fact included in the Personnel Committee’s letter, or an appeal of the Personnel Committee’s negative recommendation

The Personnel Committee

1. With the Chair of the committee sets dates for the committee to meet for discussions about the candidate and for compiling the committee's judgments and recommendations for each candidate, and for giving guidance to the Chair for preparing the letter of summary evaluation and recommendation to the Dean
2. Receives all materials for its consideration through the Office of the Dean.
3. Deliberates in closed session and makes its judgment as to each candidate's qualifications for tenure and/or promotion following the criteria for each rank outlined the *Fairhaven College Academic Unit Plan* (this document). Following this judgment, the committee forwards its tentative recommendations, the bases for those recommendations to the Dean.
4. After consultation with the Dean, forwards its written recommendation for each candidate to the Dean, with copies to the candidate. The recommendation includes an explanation of the basis for the committee's recommendation.
5. Reports any recommendations for changes in the procedures to the Faculty as a whole and to the Dean for consideration.
6. In cases where the committee recommends either to (1) hire a new member with tenure, or (2) grant tenure and/or promotion to a tenure track faculty member under exceptional circumstances, the Dean, upon request of the committee, calls a special meeting of the faculty to evaluate the recommendation making reference to relevant College and University Standards.

The Faculty of the College

1. Have the primary responsibility for the evaluation of the candidate's file. Unless a member is on leave, all tenured faculty must participate in the review and submit an individual written assessment of the application.

Non-tenured tenure track faculty are encouraged but not required to participate in evaluating the candidate.

Non-tenure track faculty and staff of the College do not participate in the evaluation process.

2. Have the responsibility of participating, along with the Personnel Committee and the Dean, in the development of a College evaluation plan that:

- Includes written standards for each rank that reflect expectations for area multi-disciplinary approaches
 - Addresses only the four areas of evaluation: teaching, curriculum design, scholarship, and service
 - Adheres to University and College criteria that are consistent with the Faculty Union bargained agreement, the institutional mission, and accreditation standards
 - Is reviewed and approved by the Dean of the College and the Provost of the University for compliance with relevant College and University standards and procedures
3. May meet as a group of those eligible to participate in the review to discuss the candidate, provided the discussion is limited to the materials in a candidate's file. Such a meeting is purely informational, with no vote taken.

The Dean:

2. Initiates consideration within the College of tenure and/or promotion of its individual members.
3. Provides the candidate with a copy of this document and is available to discuss the College's expectations of the candidate's dossier, including solicitation of external letters of evaluation.
4. Makes available the dossier and any additional material, such as external letters of evaluation, if applicable (see *External Letters of Evaluation* for procedures for obtaining and distributing external letters), for review by the College and the Personnel Committee.
5. Secures from every tenured member of the College (and any tenure track member who wishes to contribute) a detailed written evaluation and recommendation based upon a complete assessment of the candidate's dossier, or else secures an explanation in writing from any tenured faculty member who is unable to do so, or provides a written explanation his or herself when such an explanation is not available from the tenured faculty member.
6. Monitors compliance with the requirement of each faculty member each quarter to complete narrative evaluations of his/her students and secure their evaluation of his/her course.
7. Reminds each member of the Personnel Committee and each known candidate for tenure and/or promotion of a link on the College website to the *College*

Academic Unit Evaluation Plan.

8. Informs the Committee and the candidates of the deadline dates for the various steps of the tenure and promotion process.
9. May initiate consideration of tenure and/or promotion for an individual faculty member at his/her discretion, or upon that member's request.
10. Stresses to the Personnel Committee the importance of providing the candidate with a thorough evaluation.
11. Receives in his/her office, examines and evaluates the dossier and all appropriate materials regarding the candidate's application for tenure and/or promotion, and transmits (or makes available) those materials to the Personnel Committee, along with any information regarding conditions of appointment that may bear on the case.
12. If the Dean feels that appropriate procedures and processes have not been followed or that the case needs some clarification, remands the case to the Personnel Committee for the committee's reconsideration. The remand must be made in writing and must state the reason(s) for the remand. Response to the remand must take place within 10 working days.
13. Confers with the Personnel Committee and receives its written evaluation and recommendation for each candidate.
14. Responds within 15 working days to receipt of an appeal of the Personnel Committee's negative recommendation. The response includes a written report with a recommendation and a justification, with copies given to the candidate and the Personnel Committee.
15. Provides a copy of the Personnel Committee's and his/her (the Dean's) recommendations and justifications to the candidate before forwarding them to the Provost. The candidate may submit a response correcting any errors of fact within 5 working days.
16. Informs a candidate who is not recommended for tenure and/or promotion of the opportunity to appeal to the Provost. The appeal must be made in writing within 15 working days of receipt of the notification.
17. Forwards to the Provost:
 - The candidate's dossier
 - Any response letter or appeal from the candidate
 - The Personnel Committee's review letter
 - The Dean's letter

18. Meets with the Personnel Committee and explains the rationale for his/her recommendations.
19. In cases where the faculty recommends either to (1) hire a new member with tenure, or (2) grant tenure and/or promotion to a tenure track faculty member under “exceptional circumstances,” upon request of the faculty, calls a special meeting of the Personnel Committee to review the candidate’s dossier and make its recommendation to the Dean.

The Provost

1. Reviews all evidence provided for each candidate and prepares a written recommendation with justification and provides copies to the candidate, the Dean, and the Personnel Committee of the College.

If he/she feels that appropriate procedures and processes have not been followed or that the case needs some clarification, he/she remands the case to the appropriate lower level for reconsideration. The remand must be made in writing and must state the reason(s) for the remand. Response to the remand must take place within 10 working days.
2. Responds within 15 working days to receipt of an appeal of the Dean’s negative recommendation. The response includes a written report with a recommendation and justification, with copies given to the candidate, the Dean, and the Personnel Committee.
3. Forwards the candidate’s materials, his/her recommendation and any response letter or appeal from the candidate to the President.

The President

1. Reviews all evidence provided for each candidate and prepares a written recommendation with justification.
2. Provides a copy of the President’s recommendation and justification to the candidate by March 15th.
3. Submits his/her recommendation and justification for tenure to the Board of Trustees.
4. If he/she feels that appropriate procedures and processes have not been followed or that the case needs some clarification, he/she remands the case to the appropriate lower level for reconsideration. The remand must be made in writing and must state the reasons(s) for the remand.

5. Responds within 15 working days to receipt of an appeal of the Provost's negative recommendation. The response includes a written report with a recommendation and a justification, with copies given to the candidate, the Personnel Committee, the Dean, and the Provost.
6. If tenure is denied in the final year of eligibility, the candidate may appeal to the Board of Trustees in writing within 15 working days of receipt of the President's decision.

The Board of Trustees

1. Issues final decisions on applications for tenure with promotion to Associate Professor and appeals from faculty candidates in the final year of eligibility for tenure.

Fairhaven College-Specific Tenure and Promotion Standards (for teaching, contributions to the curriculum, scholarship, and service)

These Standards clarify the basis upon which the Fairhaven College recommends its members for tenure and promotion. This Standard is meant to provide a useful guide to candidates in preparing their files. In addition the Standards will assist the Dean, the College Personnel Committee, and decision-makers beyond the College in evaluating candidates by explaining in detail how the College applies the broadly defined criteria in the Fairhaven Academic Unit Evaluation Plan within the context of an innovative and interdisciplinary college. This description will make more explicit how the College follows the general standards and governing principle of University-wide Unit Plans to make decisions "based on reasoned judgment rather than set formulas."

Following are the Fairhaven College-Specific standards of evaluation; the faculty and the dean of the College, as well as by the Provost of the University have approved them. This document is available on the College homepage as a resource.

Teaching and Contributions to the Curriculum

Candidates for tenure and promotion must demonstrate substantial achievement and excellence in teaching, including inspirational, creative teaching that helps students to develop the ability to think about complex ideas and to base their knowledge in a broader context (e.g. service learning, appreciation for the issues of diversity, and/or a global context) than simply the academic world. Candidates will be expected to help plan and develop the College curriculum, and to participate fully in the curriculum of the College, including teaching within the core, participating in special programs, sponsoring independent studies, senior projects, and writing faculty evaluations of student performance. Candidates will be expected to develop long-term advisory relationships with students, serving on concentration committees, chairing concentrations.

Excellence in teaching will be reflected by student evaluations of courses, student self-evaluations and the candidate's evaluations of those students, the candidate's teaching philosophy statement, and the development of a set of courses that reflect the mission of the College. Faculty assessment of the candidate's success at meeting these expectations will be considered during the candidate's tenure review.

Scholarship and Creative Activities

Candidates for tenure and promotion must demonstrate substantial work in one or more of the following categories of scholarship, including primary work that is appropriate to the candidate's discipline. In general, at least two pieces of primary work will be required for tenure and promotion to Associate Professor. We recognize that since not all disciplines fit these categories adjustments must be made for the peculiarities of disciplines.

Primary Work: Peer-reviewed journal articles, research monographs, books and book chapters, and evidence of professionally recognized creative work and scholarship appropriate to the candidate's areas of expertise or interdisciplinary practice.

Secondary Work: Conference papers (published or unpublished), invited presentations, funded equipment grants, book reviews, public data sets, funded research grants, panel discussion member.

Tertiary Work: Editorial consultations for journals, internally funded grants.

Rarely, a candidate may make a compelling argument for tenure and promotion based on exceptionally strong teaching, and a strong record of service, and secondary or tertiary levels of scholarship and creative activities.

Service:

Candidates for tenure and promotion must provide evidence of contributions to academic policy and program in service to the College and the University, as well as service to one's fields of study and to the greater community outside the University. Part-time tenure track faculty are expected to demonstrate service in proportion to their appointment.

External Letters of Evaluation

External letters can be used to position a candidate's research and scholarship and creative activities within the larger world of his/her discipline of origin (or sub-discipline).

External letters provide in-house reviewers and colleagues additional independent assessment of a candidate's career contributions. External letters of evaluation broaden

the positions represented if the application is controversial. And they can enhance the ability of the Personnel Committee and the Dean to ensure a uniform standard is applied to all candidates from all disciplines of origin.

Recommendations for Procedure

Candidates should follow this procedure:

- Independent Letter of Evaluation. For the independent letter of evaluation, the candidate will submit a slate of evaluators, with a rationale for each, and the Personnel Committee will select one or more to solicit.

Evaluators should be selected for their knowledge of the candidate's field(s) and ability to offer an objective analysis of the candidate's position in it (them). The list of independent evaluators is not to include mentors or coauthors.

- Standard Letters. The College should develop a standard letter to use in requesting outside evaluations; these letters should address normal criteria for tenure and promotion in Fairhaven College at Western Washington University. The letter may use language of the College's Academic Unit Evaluation Plan and language from the Faculty Handbook, if useful. A copy of the College Specific criteria for tenure and promotion should be sent to the evaluator.

The letter should include a request for the evaluator to provide an abbreviated curriculum vitae and a statement of his/her relationship to the candidate.

The independent external evaluator should assess the candidate's impact on the discipline(s) as well as the likelihood of future significant contributions. The letter of request should instruct the external evaluator **not** to provide an opinion about the likelihood of a candidate with similar records being promoted at institutions like their own or in other colleges of Western Washington University.

Independent outside evaluators should be informed that their letter of evaluation will not be available to the candidate, but will be available to the President, Provost, Dean, and members of the Personnel Committee, and faculty members Of the College other than the candidate who have asked to review the candidate's file.

- Materials Forwarded to the Dean.
 - A copy of the Personnel Committee request for external evaluation
 - Abbreviated curriculum vitae of the evaluator
 - Statement of the evaluator's relationship to the candidate
 - Letter of evaluation from the independent reviewer

- Other Letters of Support. The candidate is encouraged include reference letters from outside parties, such as publishers, coauthors, grant reviewers and the like in their files. These materials are recognized as useful and are strongly encouraged. However, they will not satisfy the requirement for external letters of independent evaluation. Unlike the solicited external letters of independent evaluation, letters of support are not considered confidential and are included in the candidate's public dossier.

Guidelines for Evaluation of Candidates for Tenure and Promotion by the Personnel Committee

The chair of the Personnel Committee summarizes the views of the Committee members and other colleagues in the process of making a recommendation to the Dean concerning the application of the candidate for tenure and/or promotion. To represent a candidate's credentials and the College's role in the process effectively, the Personnel Committee's evaluation must be comprehensive and thorough, and it should quote extensively from the input gathered from committee members, colleagues, students, and outside reviewers.

The following guide indicates tasks that a written evaluation should accomplish and kinds of evidence that might be used in producing this evaluation, adapted as appropriate to a particular candidate's disciplines of origin and the context of the particular dossier.

General Expectations:

- Any particular expectations established for the candidate at the time of appointment should be indicated in the letter of offer.
- Discussion of the candidate's accomplishments should be in the context of expectations for candidates for promotion and tenure in the Fairhaven College Academic Unit Evaluation Plan in addition to any expectations outlined in the candidate's letter of offer. This should include the general weighting of teaching, curriculum design, scholarship/creative research, and service activities within the College.

Evaluation of Teaching and Curriculum Design

Overall, the recommendation should accomplish the following:

- Make clear the range and nature of the candidate's teaching activities, kinds and levels of courses taught, supervision of students on independent study projects (as individuals or groups), academic advising assignments and concentration committees (as member or chair), and so on, as evidenced in student evaluations, course syllabi, and peer visits.

- Clearly identify the strengths and qualities that characterize the candidate's teaching in the classroom and outside the classroom with innovations in pedagogy or new course designs.
- Summarize and analyze the evidence in order to formulate a judgment as to the quality of the candidate's teaching and curriculum accomplishments.

Issues and Kinds of Evidence may include:

- Outcomes, such as noteworthy student work or awards, indications that students are well prepared for more advanced study.
- Degree of challenge in courses taught, as evidenced by syllabi and other course materials, and testimony from students and colleagues.
 - Connections to the candidate's scholarship.
 - Recognitions, such as teaching awards.
 - If there are peer evaluations, recurrent themes in those evaluations that can be identified and summarized or represented by quotations should be carefully chosen to be representative or typical.
- In the student evaluations, recurrent themes in those evaluations that can be identified and summarized or represented by quotations should be carefully chosen to be representative or typical.

Evaluation of Scholarly/Creative Research Activity:

Overall, the evaluation should accomplish the following:

- Describe and define the full range and nature of the candidate's scholarship and/or creative activity.
- Describe the work done at Fairhaven College (or Western) since appointment or last promotion as well as prior scholarship (if any) to provide a sense of the candidate's scholarly career.
- Assess the significance of the candidate's contribution in relation to scholarship or creative activity in the candidate's field of origin; in relation to the level of work done in the College; and in relation to College expectations.
- Summarize and analyze the evidence in order to formulate a judgment as to the quality of the candidate's accomplishments in scholarship and creative research activity.

Issues and kinds of evidence may include:

- The relationships between the candidate's scholarship and teaching and contributions to curriculum and program development.
- The quality, reputation or significance of venues: conferences, exhibits, and so on, in which work has been published or exhibited or presented.
- Reception of the work in review or citations; quotations should be carefully chosen to be representative or typical.
- Assessments of the contribution by those with particular expertise, members of the College or external evaluators; quotations should be carefully chosen to be representative or typical.
- Time and effort required to develop interdisciplinary research projects that support the curriculum (labs, centers, studios, display space, new methodologies and skills, and so on).
- Efforts and success at obtaining external funding for research and scholarly activities if these are important to the candidate's fields and projects.
- The status of work in progress and how it fits into the overall accomplishments of the candidate.
- If the candidate's record includes work jointly produced with others, the particular contribution of the candidate should be defined for each activity or product.
- The nature and results of work the candidate has done with students in scholarly and creative research activities.

Evaluation of Service Activities:

Overall, the evaluation of service should accomplish the following:

- Describe and define the full range and nature of the candidate's service activity to the College, University, Profession, and Community.
- Describe the service activities since appointment or last promotion as well as prior professional service (if any) to provide a sense of the candidate's service career.
- Assess the significance of the candidate's service to the College, University, Profession, and Community.
- Summarize and analyze the evidence in order to formulate a judgment as to the quality of the candidate's service.

Faculty Evaluation Form:
Tenure with Promotion to Associate Professor
Or Tenure Only (Associate Professor)

Fairhaven College of Interdisciplinary Studies

Approved by the Faculty and Dean, Feb. 2009

Approved by the Provost, Dec. Feb. 2009?

For Tenure and promotion to Associate Professor, a person shall normally possess the doctorate or accepted terminal degree for his or her discipline of origin. This rank requires a record of substantial achievement in both teaching and scholarship. In exceptional cases, an outstanding record of achievement in one of these areas may be sufficient. Candidates for promotion to this rank are also expected to present evidence of contributions to academic policy and program.

For tenure only, a person shall be appointed at the rank of Associate Professor, having held that rank at another institution. A person shall normally possess the doctorate or accepted terminal degree in the discipline. Candidates for tenure must show a record of substantial achievement in teaching and scholarship and must present evidence of contributions to academic policy and program while at Fairhaven College (or Western).

Name of Person Evaluated: _____

Present Rank: _____

Evaluation for Consideration of:

_____ ***Tenure with Promotion to Associate Professor***

_____ ***Tenure for one already holding rank of Associate Professor***

Name of Evaluator: _____ Rank _____ Date _____

Instructions to Evaluator:

The candidate is to be evaluated according to the current standards for the rank to which the candidate is applying.

Evaluations are closed to the public. They remain available only to the members of the Personnel Committee, the Dean, and the candidate, who must request access in writing to the University Public Records Officer after the review procedure is complete. *See Policy on Confidentiality.*

All tenured faculty members are required to participate in reviews. Faculty seeking to be excused from participation must submit a written request to the Dean and the Personnel Committee. *See Policy for Evaluators.*

Evaluators should be as precise and specific as possible. It is particularly important that evaluations of teaching and research, publications of research, or other scholarly and creative endeavor be done as carefully as possible. As a colleague you are more familiar with the candidate's teaching and quality of research than others. Accordingly, your peer evaluation is of particular importance in a critical assessment of the candidate's qualifications.

Teaching: Tenure with Promotion to Associate Professor, or Tenure Only
(for one who is already an Associate Professor)

Your comments should take into consideration evidence such as the following:

1. Peer observations of the candidate's teaching
2. Any prepared teaching materials
3. Comments in student narrative evaluations of the candidate
4. The candidate's choice of appropriate and challenging educational goals for his or her students and the achievement, within reason, of those goals
5. Leadership in the College's educational program, including innovations in teaching and new class designed
6. All this evidence should be considered for the various types of classes taught by the candidate.

See the Fairhaven College Academic Unit Evaluation Plan for further details.

The space below is to be used to comment on the applicant's merits for advancement to Associate Professor of Interdisciplinary Studies in the area of teaching. Please explain and justify your judgments.

Scholarly and/or Creative Activity: Tenure with Promotion to Associate Professor or Tenure Only (for one who is already Associate Professor)

Your comments should take into consideration evidence such as the following:

1. The quality and number of publications and/or creative endeavors as is appropriate to the candidate's discipline, including journal articles, manuals, computer programs, book chapters, books, museum shows, performances, and so on
2. The quality and number of presentations – regional, national or international conferences as speaker or panelist
3. Works in progress and the future promise of scholarship or creative activity in his or her discipline of origin or interdisciplinary
4. Alternative forms of scholarship or creative activity which has been presented and disseminated to students, colleagues, and/or to the community at large.

See the Fairhaven College Academic Unit Evaluation Plan for details.

The space below is to be used to comment on the applicant's merits for advancement to Associate Professor in the areas of scholarly and creative endeavor. Please explain and justify your judgments.

Service: Tenure with Promotion to Associate Professor or Tenure Only (for one who is already Associate Professor)

Your comments should take into consideration evidence such as the following:

1. Active participation in the governance of the College (committee memberships, faculty meetings, retreats, and so on)
2. Active leadership in the College (as committee chairs, coordinator of programs, proposing of new ideas, and so on)
3. Active participation in the governance of the University or an academic Professional association or organization
4. Active participation in the governance and/or other aspects of the candidate's professional discipline.
5. Service to the community at large in a professional capacity
6. Active advising and mentoring of students beyond the usual workload
7. Willingness to help the College deal with difficult issues

See the Fairhaven College Academic Unit Evaluation Plan for details.

The space below is to be used to comment on the applicant's merits for advancement to Associate Professor in the area of service. Please explain and justify your judgments.

Recommendation

Promotion:

____ I recommend this candidate be promoted to rank of Associate Professor with
Tenure

____ I recommend this candidate *not* be promoted to rank of Associate Professor with
Tenure

Tenure:

____ I recommend this candidate (who is already an Associate Professor) be granted
tenure at this time

____ I recommend this candidate (who is already an Associate Professor) *not* be granted
tenure at this time

Date _____ Signed _____

Rank _____

Post-Tenure Review

The College Personnel Committee will review tenured faculty every five years, starting with their most recent promotion, unless more frequent reviews are required for accreditation. In cases of clear intention of retirement, faculty may choose not to be reviewed in the last year of service.

Procedure and Standards for Post-Tenure Review

This section on post-tenure review procedure and standards is written to meet the procedural requirements of the Collective Bargaining Agreement, and to provide College-based standards for post-tenure review. The Dean notifies the faculty member and the Chair of the Personnel Committee in September of the academic year of review that the faculty member is scheduled for post-tenure review during the academic year and, along with the Chair of the Personnel Committee, sets the schedule for that review. The faculty member initiates the review by submitting a portfolio that includes an approximately 10-15 page self-assessment that addresses the faculty member's teaching, scholarship and/or creative activity, and service during the time since promotion or his/her last post-tenure review, and a curriculum vitae that addresses the last five years of the faculty member's work. The portfolio must provide evidence to support the self-assessment, including course descriptions, contributions to the College curriculum, sample syllabi, evidence of scholarship and/or creative activity, and evidence of service. The Personnel Committee reviews the faculty member by reviewing his/her teaching, including reviewing his/her self-assessment, contributions to the College curriculum, course descriptions, student self-assessments and the faculty member's responses, and student evaluations of the faculty member's courses. The Personnel Committee also reviews the faculty member's service and scholarship and/or creative activity. The Personnel Committee Chair, in consultation and with the approval of the Personnel Committee, writes a draft of a letter summarizing the Committee's findings and forwards the letter to the faculty member. This letter will include the designation of "superior," "satisfactory," or "unsatisfactory" for the teaching, scholarship and/or creative activity, and service categories, as well as the rationale for each designation. Superior in teaching is defined as continuing to grow and develop as a teacher, and maintaining the high levels of teaching required for tenure and promotion including "demonstrating substantial achievement and excellence in teaching" as defined on page 15 of this document. Superior scholarship is defined as continuing to meet the standards for tenure and promotion during the previous five years. Superior service is defined as making substantial contributions to academic policy and program in service to the College and the University, as well as service to one's fields of study and to the great community outside the University. The faculty member will have five working days to respond to the Personnel Committee, and to recommend revisions to the letter. The Personnel Committee will have five working days after the response of the faculty member to revise the letter, after which the Chair of the Personnel Committee will forward the letter to the faculty member, the Dean of the College and the College community. The Dean will draft an independent letter that makes a final evaluation and is responsive to the Personnel Committee's letter, and will forward his/her letter to the candidate. The faculty member will have five working days to respond to the Dean's letter, after which the Dean will forward his final letter along with the Personnel Committee's letter to the

candidate, the Provost, and made available to the Fairhaven College community. Following post-tenure review, the candidate will have a conversation with the Personnel Committee and the Dean which offers guidance for continued professional development.

Senior Instructor Appointment and Review

The WWU/UFWW Contract (Section 8.2.2):

The Senior Instructor title is used for those non-tenure-track faculty with a minimum of five years' experience at 0.500 FTE or more at Western Washington University and with demonstrated excellence in teaching and performance of responsibilities outlined in letters of offer.

Appointment as Senior Instructor is made following positive performance review and approval by the department, Dean, and Provost.

Senior Instructors are evaluated once during the period of appointment.

Reappointment to Senior Instructor requires a satisfactory evaluation.

Under no circumstances shall a performance evaluation of a faculty member be undertaken without the faculty member's knowledge.

College Policy Regarding Responsibilities and Procedures for Appointment and Reappointment for the Senior Instructor Position

The Candidate:

1. Provides to the Personnel Committee a letter of application for appointment or reappointment, copies of annual evaluation letters for the most recent five years of employment at .500 FTE or more, and other supporting materials, if desired.

The Faculty and Staff:

1. Faculty and staff may review the materials made available by the Personnel Committee and write a brief evaluation, including a recommendation, and submit it to the Personnel Committee. Evaluations should specifically address the applicant's demonstrated excellence in teaching and performance of responsibilities as outlined in the letter(s) of offer.

The Personnel Committee

1. Initiates consideration within the College of the appointment or reappointment of Senior Instructors.
2. Makes the materials submitted by the candidate available to faculty and staff and invites their written evaluations and recommendations.

3. Submits to the candidate and Dean, an evaluation and recommendation on appointment or reappointment which includes a review of annual evaluation letters, consideration of other supporting materials provided by the candidate, course evaluations, self-evaluations and the candidate's responses, and a summary of faculty and staff evaluations and recommendations.
4. If the Dean does not approve the appointment or reappointment of the candidate, the candidate may appeal the decision. In the case of an appeal, the Personnel Committee completes a second review following the same guidelines stated above, based on a new set of documents submitted by the candidate, and submits a new evaluation and recommendation to the candidate and Dean.

The Dean

1. Notifies candidates for Senior Instructor of their eligibility.
2. Reviews the Personnel Committee's evaluation and recommendation for appointment or reappointment to Senior Instructor status.
 - a. If the recommendation is approved, forwards it, with the reasons for approval, to the Provost.
 - b. If the recommendation is not approved, returns it to the Personnel Committee with the reason(s) for approval of not giving approval.

The Provost

1. Reviews the recommendations of the Dean and Personnel Committee and notifies the Dean whether or not the applicant is approved for appointment as Senior Instructor and the reason(s) for the approval of not giving approval.

Policies Regarding the Letter of Offer to Senior Instructors

1. The Dean will extend letters of offer to candidates chosen to be Senior Instructors by March 15th for fall appointments. The Dean will consult with the Personnel Committee and the Curriculum Committee before writing letters of offer, and will submit draft letters of offer to the Personnel Committee and the Curriculum Committee for review before sending them to the candidate.

Appeals

1. In the event that the Dean does not approve appointment or reappointment of the candidate to Senior Instructor, that candidate has the right to appeal the

decision by writing an explanation of the appeal, and re-submitting materials or submitting new materials, to the Personnel Committee. The Personnel Committee will follow the same guidelines stated above in considering the appeal, and the Dean will make the decision of whether to approve or not approve the candidate's appeal.

Review of Non-Tenure-Track Faculty

The Dean will conduct annual reviews of all non-tenure-track faculty other than Senior Instructors, and will provide letters of review to the faculty member and the Personnel Committee.