



BOARD OF GOVERNORS

CU-AA-64

FACULTY EVALUATION AND PERFORMANCE REVIEWS

GENERAL

It is a standard of the Higher Learning Commission and best-practice that faculty be evaluated regularly and that the university have processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles.

PURPOSE

This policy has been enacted to establish and define the process for the evaluation of Instructional Faculty.

SCOPE

This policy is applicable to faculty, both full-time and part-time, regardless of rank or status.

POLICY

It is the policy of Concord University to evaluate instructional faculty to assure instructors are current in their disciplines, adept in their teaching roles, and meeting performance expectations as set forth in their job descriptions, contracts, and/or Board, university, college, or departmental policy.

FACULTY EVALUATIONS

Thoughtful and candid evaluations encourage professional growth and development of the faculty and assist in making personnel decisions.

A faculty member shall receive a written, annual evaluation of performance directly related to the individual's responsibilities and behavioral expectations as defined by the university. Primary duties and responsibilities include, but are not limited to, excellence in teaching, research and/or creative activity, and university and community service.

A summary document containing a listing of recommendations at each step of the review process, including any issues identified, will be maintained in the faculty member's academic personnel file in the Office of the Provost for the duration of the faculty member's employment and seven years thereafter. Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

COLLEGE PERSONNEL COMMITTEE

Each College of the University shall constitute a personnel committee to consider appraisals of performance and applications for tenure and/or promotion. The membership of the College Personnel Committee (Committee) is as follows:

1. The Committee shall have two tenured faculty members elected from each department.
2. The Committee shall select one tenured faculty member from outside of the College.
3. The College Deans and Department Chairs are not eligible to serve on the Committee.
4. In the event there is not a tenured faculty member to serve as the department's representative, then a non-tenured faculty member from the department may serve.
5. For promotion or tenure recommendation reviews, one tenured member must be from the same department as the person being evaluated, if there is such a person.
6. In the event there is not a tenured faculty member from the same discipline, a tenured faculty member from another institution may be considered for participation in the review.

Departmental Personnel Committee

Each Department of a College may constitute a personnel committee to consider appraisals of performance and applications for tenure and/or promotion.

1. The Department Personnel Committee, if formed, is expected to provide a recommendation to the College Personnel Committee in a timely manner to prevent delays in the College's process.

PERFORMANCE REVIEW

The Performance Review for faculty varies by classification and tenure status.

Non-Tenure-Track

A non-tenure-track faculty member (i.e., faculty who are not tenured, on a tenure-track, term, or in a librarian track), including Instructors, Lecturers, and Adjuncts, shall have an annual evaluation.

Review Adjunct Faculty

Adjunct faculty are contingent or temporary, part-time, non-tenure-track faculty who provide instruction for one to three classes for a given semester. The Department Chair will complete an evaluation of adjunct faculty at the end of each semester with consideration of student and faculty input as available. The Chair should provide feedback to the faculty member on the evaluation.

Non-Tenure-Track Faculty Review

Non-tenure-track faculty are typically employed in the rank of instructor or lecturer, with a term or regular faculty appointment.

Non-tenure-track faculty will be evaluated primarily with respect to their excellence in teaching. In the initial period of appointment, the faculty member will submit such information that may be available to demonstrate the member's teaching performance, scholarship, and service in the Faculty Portfolio.

The non-tenure-track faculty member is expected to be involved in light to modest levels of service and scholarship unless there are specified scholarship and/or service requirements of the appointment. Portfolio materials should focus on teaching performance and behavioral expectations, unless the appointment specifies otherwise.

The non-tenure-track faculty member is expected to progressively demonstrate how the member's work increasingly contributes to strengthening Concord University. Such evidence of contributions are compiled and documented in the faculty member's Portfolio.

Departments may provide written supplemental criteria, which may be more specific than the general criteria the university requires for the Faculty Portfolio, although they may not be less rigorous. Supplemental criteria to be included for promotion and tenure consideration must be approved by the department faculty, the College Dean, and the Provost before use. Any approved written supplemental criteria will become part of the review for each stage of the process for the affected departmental faculty.

The University has published a reference tool, *Guidelines for the Faculty Portfolio*, to facilitate development of the Faculty Portfolio, which may be found on the Board's Policy website.

Review Process Non-Tenure-Track Faculty

The review and recommendation for the annual evaluation of non-tenure-track faculty progresses through the following steps and follows the schedule set forth annually by the Office of the Provost:

1. The non-tenure-track faculty member will provide the Faculty Portfolio to the Departmental or College Personnel Committee for review and recommendation.
2. Following the departmental or college committee review(s) the Committee will make a recommendation and provide materials to the Department Chair.
3. The Department Chair will forward the Portfolio, including any supplemental materials set forth by the department, and the Chair's recommendation to the College Dean.
4. The College Dean will review the Portfolio and Committee's recommendation.
 - a. In the event of a positive annual evaluation by the Committee for the non-tenure-track faculty member, the annual review process stops with the Dean's evaluation.
 - b. In the event the annual evaluation by the Committee of the non-tenure-track faculty member is negative, the process will proceed to the next step.
5. The College Dean will review the Portfolio and forward the Portfolio and the Dean's recommendation to the Provost.
6. The Provost will review the Portfolio and advise the non-tenure-track faculty member of the results of the evaluation.
7. The Provost will advise the non-tenure-track faculty member as early as possible regarding the intent to offer reappointment for the subsequent term.

At each step in the review process, the reviewer's recommendation will be sent to the person(s) at the next level of review and the faculty member. The faculty member will be provided an opportunity to add a written response at each step for consideration by the next level reviewer(s). No material may be added to or taken away from the Portfolio besides the faculty member's written response to the recommendation.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

Review Term Faculty

Term faculty are contingent, full-time or part-time, non-tenure-track faculty hired for a specific period of time, whether for a semester or an academic year. The faculty member may be in a temporary, three-year renewable agreement, which reflects intent, all else being equal, to award successive term appointments for up to three years with the option to renew for another three years.

Term faculty will be evaluated primarily with respect to their excellence in teaching. In the initial period of appointment, the faculty member will submit such information that may be available to demonstrate the member's teaching performance and scholarship and service in the Faculty Portfolio.

The term faculty member is expected to be involved in light to modest levels of service and scholarship unless there are specified scholarship and/or service requirements of the appointment. Portfolio materials should focus on teaching performance and behavioral expectations, unless the appointment specifies otherwise.

In subsequent appointments, if any, the term faculty member is expected to progressively demonstrate how the member's work increasingly contributes to strengthening Concord University. Such evidence of contributions are compiled and documented in the faculty member's Portfolio.

Departments may provide written supplemental criteria, which may be more specific than the general criteria the university requires for the Faculty Portfolio, although they may not be less rigorous. Supplemental criteria to be included for promotion and tenure consideration must be approved by the department faculty, the College Dean, and the Provost before use. Any approved written supplemental criteria will become part of the review for each stage of the process for the affected departmental faculty.

The University has published a reference tool, *Guidelines for the Faculty Portfolio*, to facilitate development of the Faculty Portfolio, which may be found ~~at the following link: [insert URL]~~ on the Board's Policy website.

Review Process Term Faculty

The review and recommendation for the annual evaluation of term faculty progresses through the following steps and follows the schedule set forth annually by the Office of the Provost:

1. The term faculty member will provide the Faculty Portfolio to the Departmental or College Personnel Committee for review and recommendation.
2. Following the departmental or college committee review(s) the Committee will make a recommendation and provide materials to the Department Chair.
3. The Department Chair will forward the Portfolio, including any supplemental materials set forth by the department, and the Chair's recommendation to the College Dean.
4. The College Dean will review the Portfolio and Committee's recommendation.

- a. In the event of a positive annual evaluation by the Committee for the term faculty member, the annual review process stops with the Dean's evaluation.
 - b. In the event the annual evaluation by the Committee of the term faculty member is negative, the process will proceed to the next step.
5. The College Dean will review the Portfolio and forward the Portfolio and the Dean's recommendation to the Provost.
 6. The Provost will review the Portfolio and advise the term faculty member of the results of the evaluation.
 7. The Provost will advise the term faculty member as early as possible regarding the intent to offer appointment for the subsequent term.

At each step in the review process, the reviewer's recommendation will be sent to the person(s) at the next level of review and the faculty member. The faculty member will be provided an opportunity to add a written response at each step for consideration by the next level reviewer(s). No material may be added to or taken away from the Portfolio besides the faculty member's written response to the recommendation.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

Tenure-Track (Probationary) Faculty

A full-time faculty member appointed to a tenure-track position will have an annual performance review.

The tenure-track faculty member is expected to progressively demonstrate how the member's work increasingly contributes to strengthening Concord University. Such evidence of contributions are compiled and documented in the faculty member's Portfolio.

Departments may provide written supplemental criteria, which may be more specific than the general criteria the university requires for the Faculty Portfolio, although they may not be less rigorous. Supplemental criteria to be included for promotion and tenure consideration must be approved by the department faculty, the College Dean, and the Provost before use. Any approved written supplemental criteria will become part of the review for each stage of the process for the affected departmental faculty.

The University has published a reference tool, *Guidelines for the Faculty Portfolio*, to facilitate development of the Faculty Portfolio, which may be found on the Board's Policy website.

The tenure-track faculty member will have an annual performance review for each year leading up to the year of application for tenure. The process for the tenure review is detailed in BOG policy on Faculty Tenure.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

Review Process Tenure-Track (Probationary) Faculty

The annual review of tenure-track faculty follow the sequences set forth below:

1. The tenure-track faculty member will provide the Faculty Portfolio to the Departmental or College Personnel Committee for review and recommendation.
2. Following the departmental or college committee review(s) the Committee will make a recommendation and provide materials to the Department Chair.
3. The Department Chair will forward the Portfolio, including any supplemental materials set forth by the department, and the Chair's recommendation to the College Dean.
1. The College Dean will review the Portfolio and Committee's recommendation.
 - c. In the event of a positive annual evaluation by the Committee for the tenure-track faculty member, the annual review process stops with the Dean's evaluation.
 - d. In the event the annual evaluation by the Committee of the tenure-track faculty member is negative, the process will proceed to the next step.
5. The College Dean will review the Portfolio and forward the Portfolio and the Dean's recommendation to the Provost.
6. The Provost will review the Portfolio and forward the Portfolio and the Provost's recommendation to the President.
8. The President has the final decision on retention of a tenure-track faculty member. The President will make the final decision concerning non-retention and notify the faculty member of her/his decision by March 15 as detailed in the BOG policy on Faculty Tenure.

At each step in the review process, the reviewer's recommendation will be sent to the person(s) at the next level of review and the faculty member. The faculty member will be provided an opportunity to add a written response at each step for consideration by the next level reviewer(s). No material may be added to or taken away from the Portfolio besides inclusion of the individual's faculty member's written response to the recommendation.

Tenure-Track Critical Year Evaluation

A tenure-track faculty member applying for tenure will complete the application and review process detailed in the BOG policy on Faculty Tenure.

Tenured Faculty

The annual review of a tenured faculty member, who is not slated for post-tenure review, includes a review of the Annual Self-Evaluation, current Professional Activities Summary, current CV, and student evaluations for the previous two years. These materials are to be submitted to the Departmental or College Personnel Committee on the schedule published by the Office of the Provost.

The tenured faculty member will have an annual performance review each year leading up to the year of post-tenure review. The post-tenure review process is detailed in a later section of this policy document.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

Review Process Tenured Faculty

The annual review of tenured faculty follows the sequence set forth below:

1. The tenured faculty member will provide the required information to the Departmental or College Personnel Committee for review and recommendation.
2. Following the departmental or college committee review(s) the Committee will make a recommendation and provide required materials to the Department Chair.
3. The College Personnel Committee will review and provide the review materials and the Committee's recommendation(s) to the College Dean.
 - a. In the event of a positive annual evaluation for the tenured faculty member, the process stops with the College Dean's evaluation.
 - b. In the event the annual evaluation of the tenured faculty member is negative, the process continues from the Dean to the Provost.
4. The Provost will work with the College Dean and the Department Chair to develop a plan to address concerns identified.
5. The College Dean will discuss the plan with the faculty member to help the faculty member meet and exceed the established standards for a tenured faculty member.
6. The Provost will share the action(s) taken with the President.

At each step in the review process, the reviewer's recommendation will be sent to the person(s) at the next level of review and the faculty member. The faculty member will be provided an opportunity to add a written response at each step for consideration by the next level reviewer(s). No material may be added to or taken away from the Portfolio besides the faculty member's written response to the recommendation.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

Post Tenure Review

Tenured faculty shall complete a post-tenure review process each six (6) years beginning six years from awarding of tenure.

The post-tenure review will include a review of teaching, scholarship or creative endeavors, and service. The most critical aspect for tenured faculty at the university is teaching as documented in the Faculty Portfolio.

Results of the post-tenure review may include recognition, a promotion, or a stipend award.

Post Tenure Review Process

The sequence for submission of the Portfolio and review of materials is as follows:

1. The faculty member undergoing post-tenure review will provide the Portfolio to the Department Chair for review and recommendation.
2. The Department Chair will forward the Portfolio, including any supplemental materials set forth by the department, and the Chair's recommendation to the College Personnel Committee.
3. The College Personnel Committee will review the Portfolio and provide the Portfolio and

its recommendation to the College Dean.

4. The College Dean will review the Portfolio and provide the Portfolio and a recommendation to the Provost.
5. The Provost will review the Portfolio and provide the Portfolio and a recommendation to the President.
6. The President will make the final decision concerning the post-tenure review, inform the Board of the findings, and make a recommendation regarding rewards for the faculty member.

At each step in the review process, a copy of the recommendation from that step will be provided to the candidate who will have an opportunity to have any comments included in the next step of the review.

The post-tenure review process will be effective beginning with the 2020-2021 academic year to facilitate faculty data gathering of portfolio materials. The review will be phased in over a five year period to provide for review of approximately 20 percent of tenured faculty per year.

Copies of evaluation materials and recommendations are to be maintained in the College Dean's office for the duration of employment plus seven years.

RESPONSIBILITY FOR IMPLEMENTATION

The Department Chair shall have primary responsibility for assuring the ongoing and periodic assessments of faculty performance outcomes and behaviors are completed and that such outcomes meet university expectations.

All participants are responsible for meeting time tables as established by the Provost's office.

AUTHORITY FOR INTERPRETATION

The final authority for interpretation of this policy rests with the President and Provost.

REFERENCE / AUTHORITY

HEPC Title 133, Series 9 (Section 11), WV Code 18B-7-3, BOG Policy # 39

Preempts HEPC Series 9, (Section 11); replaces CU Board Policy No. 39, Procedure for Faculty Evaluation, Promotion, and Tenure, and supersedes Concord University Faculty Handbook sections regarding faculty evaluations.

APPROVAL

Effective upon adoption by the Concord University Board of Governors.

Intent to Plan Approved by Concord University Board of Governors (Board): 03/26/2019

Policy Approved by the Board: 06/04/2019

Effective Date: 06/04/2019

Date Affirmed by WVHEPC: