College of Education and Human Development

Faculty Appointment, Retention, Promotion, and Tenure Handbook

SUMMER 2008
TABLE OF CONTENTS

1. Introduction

2. Equity and Flexibility in Retention, Tenure, and Promotion Guidelines

3. Standards for Retention, Tenure, and Promotion
   A. Teaching
      1) Peer Review
      2) Student Evaluations
   B. Professional Activities and Contributions
   C. Service Contributions
   D. Collegiality Contributions

4. Faculty Activity Plans (FAP) Overview
   A. Tenure-Track/Probationary and Tenure-Track Faculty
   B. Procedures for Submitting FAP Materials
   C. College Personnel Committee Procedures for Reviewing FAP Materials

5. Retention and Renewal of Probationary Tenure Track Faculty
   A. Guidelines for Performance Reviews
   B. Sequence of Performance Reviews

6. General Procedures for Preparing and Submitting Promotional and Tenure Portfolios

7. Annual Retention and Renewal Procedures
   A. Annual Evaluation
   B. Annual Workload
   C. Retention of Senior Lecturers, Lecturers and Special Faculty

8. CHECKLISTS, WORK SHEETS AND SAMPLE FAP TEMPLATES
   A. DPC & CPC Checklist for Tenured and/or Promotion
   B. Sample FAP for Assistant Professor
   C. Sample FAP for Associate Professor
   D. Sample FAP for Full Professor
   E. Sample FAP for Senior Lecturer
   F. Sample Performance Report
I. Introduction

This document describes the policies, standards, and procedures for retention, tenure and promotion of faculty in the College of Education and Human Development (CEHD). It applies to current Eastern Washington University (EWU) policies, standards, and procedures and guides the specific processes for the departments and programs. This guide is intended to promote excellence in the college by encouraging faculty to realize their full potential as teachers, scholars, and community service professionals in support of Eastern’s mission statement which calls for “professionally accomplished faculty who are strongly committed to student learning.”

In this document the terms of the EWU-UFE Collective Bargaining Agreement (CBA) take precedence. When the CBA explicitly states a policy or procedure, it automatically supersedes any and all older provisions. If the CBA states no new policies or procedures, existing ones may remain in effect.

All tenured, tenured-tracked, and special faculty who participate in personnel evaluation are responsible for reading and complying with EWU policies, standards, and procedures and with any approved documents at the college and department levels. Nothing in the college or department personnel documents may contradict or supersede statements in the CBA or in the University policies, standards, and procedures.

II. Equity and Flexibility in Retention, Tenure, and Promotion Guidelines

As individual departments oversee the development of Faculty Activity Plans for all faculty, the College of Education and Human Development stresses that there should be equity across the disciplines. That is, faculty in one department should not be held to a significantly higher standard than faculty in other departments. The college also recognizes the need for flexibility. That is, departments may have unique requirements and expectations. In an effort to standardize the procedures and expectations of faculty in teaching, professional activity, service, and collegiality the following handbook is offered.

III. Standards for Retention, Tenure, and Promotion

The standards, criteria and evidence considered for retention, tenure and promotion will be summarized here. It should be noted that individual departments in the CEHD will articulate more specific standards for retention, tenure and promotion in their policies and procedures manuals based on their respective programs and fields of expertise. The standards articulated below as well as in the CEHD Policies and Procedures Manual serve as a base upon which more specific, and sometimes more strict, standards are established in the departments.

A. Teaching

Student Evaluations

CEHD will utilize an instructor evaluation tool as adopted by the University. The established minimum teaching effectiveness score, independent of the instrument, will be 75% of the raw maximum score (i.e. 6 point scale = 4.5, 5 point scale = 3.75).
Individual departments may include as many additional questions about the instructor and the course as they wish.

Numeric summaries of course evaluations from the most recent seven quarters (excluding summer) with all student comments from the most recent four quarters (excluding summer). However, when available, evaluations from summer teaching should be included. Do not include actual Teaching Effectiveness surveys, but indicate where the original data is found (i.e., Department Secretary).

Peer Reviews

The teaching skills of special faculty and tenure track faculty must be reviewed each year by peers in their respective academic department. Tenured faculty must be reviewed according to the criteria and timelines established in their faculty activity plans. At the request of a faculty member, reviews may occur more often, such as at the end of a planned period of professional activity and development.

B. Professional Activities and Contributions

Faculty must be professionally active to be promoted to Associate and Full Professor. In general, refereed activities have greater weight than non-refereed ones, and national and regional contributions have more weight than local ones. The issues of equity and flexibility can be approached by describing a range of professional activities and contributions and by putting the burden on the department to weigh the significance of the professional activity or contribution.

For promotion to Associate Professor, a department should require at minimum evidence of six to ten significant professional activities, three of which must be refereed articles or the equivalent (i.e., books and/or chapter(s) in a book with a reputable publisher).

For promotion to Full Professor, a department should require at minimum evidence of six to ten additional significant professional activities, three of which must be refereed articles or the equivalent. In addition, the candidate would bear further responsibility to show that he/she has the wide respect of colleagues in her/his discipline or area of scholarly, performance, or creative endeavor. A process of external review could be employed to assess the impact/prestige of professional activities and contributions beyond the department level.

Some issues should be handled on a case by case basis. For example, determinations should be made at the department level whether the receipt of payment should affect the evaluation of any professional activity or contribution.

C. Service Contributions

Candidates must make effective service contributions to the department, college, university, and community. They should demonstrate qualities of reliability, initiative, leadership, interaction, collegiality, and collaboration. Faculty members should serve on department, college and university committees and contribute to the work of those groups. They are also expected to provide service to external groups such as schools, agencies, and other institutions in the community.
D. Collegiality Contributions

The college recognizes that collegiality is critical to the accomplishment of its mission. Collegiality and collaboration at the department, college, university, and community levels demonstrates professionalism. The faculty will provide evidence of activities that demonstrate faculty ability to work together on curriculum, engage in respectful resolution of conflicts, and manage effective outcomes of teaching, scholarship, and service. Specific descriptions of productive contributions that aid in the promotion of trust and foster learning are expected.

4. Faculty Activity Plans (FAP)- Overview (CBA 7.3, p. 17-19)

The most important review process and the greatest responsibility for faculty personnel decisions are at the department level. It is expected that all Faculty Activity Plans (FAPs) in a department will be evaluated for consistency of expectations to insure that both equity and flexibility of expectations for faculty are represented. FAPs are developed in consistency with the NWASCU Accreditation Standards and the Collective Bargaining Agreement. Furthermore, approved Faculty Activity Plans (FAPs) must be in place prior to expiration of previous Faculty Activity Plans.

A. Tenure Track/Probationary, Tenured Faculty, and Senior Lecturers:

Performance is peer-reviewed based on Faculty Activity Plans:

- **Assistant Professors (CBA 4.1.1, p. 5-6):** In consultation with the department chair and the department personnel committee, tenure-track, probationary faculty members develop the FAP during their first quarter that specifies the criteria and procedures for retention, tenure, promotion, and professional advancement. The Department Personnel Committee (DPC) and department chair work closely with the new faculty to write this plan. The Faculty Activity Plans are routed to the DPC, department chair, College Personnel Committee (CPC), dean, and the Provost for approval. Faculty Activity Plans leading to tenure and promotion decisions require the approval of the Provost, Chief Academic Officer of the university.

- **Associate Professors (CBA 4.2, p. 6):** In consultation with the department chair and the department personnel committee, associate professors develop Faculty Activity Plans that set forth expectations for promotion to full professor consistent with college promotion standards and the CBA. Activity Plans are forwarded to the DPC, department chair, CPC, dean, and Provost for approval. Faculty Activity Plans for Associate Professors require the approval of the Provost, Chief Academic Officer of the university.

- **Full Professors (CBA 4.3, p. 6):** In consultation with the department chair and the Department Personnel Committee (DPC), tenured full professors develop Faculty Activity Plans to set and sustain high standards of performance and professional development. Activity Plans are routed to the DPC, department chair, CPC, dean, and Provost for approval. Faculty Activity Plans for Associate Professors require the approval of the Provost, Chief Academic Officer of the university.
• **Special Faculty (CBA 4.6, p. 7-8):** These faculty play an important role in meeting the needs of students both in general education/core requirement classes and in lower division major/minor classes. Since the use of special faculty may vary with the work of different units, the department plans will provide specific details on the role and function of special faculty. Furthermore, faculty members with special appointments are evaluated for possible renewal pending funding authority and depending on program need.

To meet specific department and college needs, special faculty in some departments may qualify for reductions in assigned teaching hours. Such reductions require the written justification and recommendation of the department chair and the written approval of the dean.

**Senior Lecturers:** Are required to complete a FAP

**Lecturers and Special Faculty:** Are not required to complete a FAP but will need to be specified in their offer letters and yearly contracts.

**B. Procedures for Submitting FAP Materials**

- Department Chairs will gather and give to their assistants the materials required for both the CPC and the Dean to review.

- Department Chair Assistants will send an email to the CPC chair (with a "cc" to Dean’s Administrative Assistant), indicating the materials that have been gathered for the CPC meeting so the items can be added to the agenda.

- **Deadline for agenda preparation:** The CPC will accept items not on the agenda if time allows.

- Department Chair Assistants will have 7 copies made of the materials for the CPC meetings (one for each CPC member plus one for Dean’s Administrative Assistant), and they will also make one for their faculty files).

- Department Chairs will assign one of the CPC members to bring the copies of the materials to the CPC meetings and give the original document(s) to the Dean’s Administrative Assistant.

**C. College Personnel Committee (CPC) Procedures for Reviewing FAP Materials**

- In the case of CPC signoff, the CPC chair will sign the original document held by the Dean’s Administrative Assistant.

- If the FAP is not approved by the CPC, the CPC chair will prepare a memo of explanation and give it to Dean’s Administrative Assistant. The CPC chair will keep a copy of the memo and send the original with a copy of the FAP to the Department Chair for follow-up with the faculty member and DPC and cycle begins all over again.

- The Dean’s Administrative Assistant will submit the FAP originals to the Dean for signature and send them on to the Provost’s office when they have been approved (after making a copy for the faculty file noting the date sent).
5. Retention and Renewal of Probationary Tenure Track Faculty
   (CBA 5.3, p 8-10)

Tenure track faculty members are evaluated on their progress toward fulfillment of their faculty activity plans, which are the basis for tenure/promotion and retention decisions.

Each tenure track probationary faculty member is evaluated annually to receive feedback and guidance. However, retention is not a guarantee of subsequent reappointment or granting of tenure. Likewise, the granting of tenure does not guarantee future promotion.

Probationary tenure track faculty members are expected to concentrate on four areas of activity:

1) Demonstrating effective teaching,
2) Establishing a record of scholarly or creative activity during the probationary period including an application for a grant funded project,
3) Making appropriate contributions of service to the department, college, university, and community, and
4) Developing collegial projects with colleagues at the department, college, university and community levels.

By the time of the tenure decision, probationary faculty should have established a clear record of accomplishment in all areas.

Although service roles for institutional governance are usually the responsibility of tenured faculty, probationary faculty members are expected to participate in departmental service responsibilities. Particularly in the latter half of the probationary period, probationary faculty are expected to participate in college and university service as well. It is the chair’s responsibility to ensure that any academic or administrative assignments given to a candidate do not jeopardize the candidate’s progress in meeting expectations for teaching and scholarship.

A. Guidelines for Performance Reviews

The following guidelines will be used to guide Performance Reviews.

- Performance Reviews are a continuing, constructive process with the goal of assisting faculty to reach higher levels of professional competency.
- Departments' Personnel Committee Chair will provide faculty members with a copy of their department's peer review procedures.
- The faculty member is responsible for maintaining appropriate documentation and making it available in the proper form on a timely basis.
- Performance Reviews must include student evaluations of a faculty member’s classroom performance in each class taught as well as appropriate peer evaluations. Exceptions may be granted only under unusual circumstances, and reasons must be
documented by the department chair.

- Performance Reviews may include stipulations for enhancing performance which will be reviewed in subsequent evaluations.
- The department chair and chair of the Department Personnel Committee will discuss the results of the Performance Review with the faculty member.
- Recommendations for any personnel actions will be forwarded to the dean after the Performance Review is discussed with the faculty member.
- The written evaluation, supporting documentation, and a letter from the chair summarizing the consultation with the faculty member are to accompany recommendations to the dean.

B. Sequence of Performance Reviews for Probationary Tenure-Track Faculty

The Academic Affairs calendar indicates exact dates for all faculty members in probationary tenure-track positions to be evaluated. The overview of this calendar and type of documents needed are as follows:

1st Year - A preliminary review of first quarter activity will be conducted during Winter quarter. The candidate provides the DPC and Chair with a review of activity using the template “Annual Progress Report”. Memos of review from both the faculty's member's Department chair and Personnel Committee chair are forwarded to the Dean's Office which forwards all materials submitted to the CPC chair for review; and the CPC chair then forwards all materials collected thus far to the Dean. Non-renewal notice by March 1.

2nd Year - Evaluation occurs in the Fall. This review is similar to the previous review and occurs during the Fall Quarter. Non-renewal notice by December 1.

3rd Year - Evaluation occurs during Winter & Spring quarters. This review determines recommendation for a three year contract to complete the probationary tenure period. Non-renewal notice by June 1 = 1 year notice.

4th & 5th Year - Evaluations occurs during early November to mid-February

6th Year - The candidate forwards the Dean a letter indicating their intentions to seek promotion and prepares a portfolio for review by the DPC, Chair, CPC, Dean, and Provost. Recommendation for promotion and tenure will accompany this portfolio (see Section F - “Procedures for Preparing and Submitting the Promotion/Tenure Portfolios”).
6. **General Procedures for Preparing and Submitting Promotional and Tenure Portfolios (CBA 5.4, p.10-16)**

The faculty candidate will provide a cover letter within their portfolio addressed to their department's personnel committee describing their intention to have it reviewed and for what rank of review. This document should include the faculty signature.

Portfolios will be organized in a three ring binder(s), with a section for each of the four required areas of the FAP:

- Teaching and Advising
- Professional Scholarly Activity and Accomplishment
- Professional Service
- Collegiality

**The portfolio should contain the following material:**

A. A table of contents.
B. A signed and dated copy of the candidate's Faculty Activity Plan (FAP).
C. The Promotion and Tenure Worksheet.
D. A summary of accomplishments and activities being cited for each of the four criteria categories. This summary should be a reverse chronological listing of activities and accomplishments.
E. A current vita.
F. Appropriate documentation for each of the four criteria categories identified in the FAP.

7. **Annual Retention and Renewal Procedures**

A. **Evaluation Process (CBA 7.3, p.18)**

Evaluations are required for tenured in their final year of their FAP.

The review progress report must be titled as “Annual Progress Report”

The following materials for reviews must be submitted to the Dean’s office by the given due date listed on the Calendar of Deadlines or CEHD Faculty Activities Calendar.
Faculty Member: Submits the following to their DPC:

- Annual Review Progress Report,
- Completely signed copy of Annual Progress Report, and
- Copy of updated vita.

DPC: submits all materials listed above from Faculty member and Department Chair along with the following to the Dean:

- Letter of recommendation from DPC to the Dean

Department Chair: submits all materials listed above with the following to DPC:

- Letter of recommendation to the Dean

Dean: submits all materials listed above from Faculty member, Department Chair and DPC along with the following to the Provost:

- Letter of Recommendation to the Provost
- Signed certificate of receipt of materials from faculty member once all letters are collected.
- Copies of materials will be sent to faculty member, department chair, and placed in personnel file located in Dean’s office.

B. Annual Workloads (CBA 7.5, p. 19-25)

Annual Workloads must be completed by all tenured and tenured-track faculty, and senior lecturers and then submitted to the Dean’s office by the given due date listed on the Calendar of Deadlines. Lecturers workloads are indicated within their offer letter and reappointment contract. The following information is to be used when completing the workload.

Faculty member: Submits completed and signed workload with the following requirements to the Department Chair:

- Teaching must be at least 80%
  - Senior Lecturers must be 100% unless otherwise stated
- Total credit hours must not exceed 36 (except for Senior Lecturers, 45 credits)
- Signature required before submitting to Chair

Chair: Signs and submits workload to Dean
Dean: Signs and submits to the Provost. Copies will be sent to faculty member, department and placed in personnel file located in Dean’s office.

C. Retention of Probationary Faculty: Special Faculty

The following materials are to be submitted to the Dean’s office by the given due date listed on the Calendar of Deadlines:

Faculty Member: Submits the following to their DPC:
- Annual Progress Report submitted to DPC.

DPC: submits the following to the Dean's Office
- Letter of recommendation from DPC to the Dean.

Department Chair: submits the following to the Dean:
- Letter of recommendation from DPC to the Dean,
- Letter of recommendation from Chair to Dean,
- Electronic copy of workload, and a
- Copy of faculty member’s updated vita.

Dean: submits all materials listed above from Department Chair and DPC along with the following to the Provost:
- Letter of Recommendation from Dean to the Provost
- Signed certificate of receipt of all materials from faculty member
- Copies of materials will be sent to both the faculty member and department chair
- Copies of materials will placed in personnel file located in Dean’s office

8. College Personnel Committee Tenure and/or Promotion Reviews

- The CPC chair will submit the Committee's recommendations on a signed memo with full review of all areas of the performance (according to the FAP) to Dean’s Administrative Assistant
- Dean’s Administrative Assistant will make a copy for the faculty member, chair, and the Dean (to aid in preparation of his memo), and hold the original recommendation(s).
- When the Dean has prepared and signed his memo, Dean’s Administrative Assistant will make and distribute copies for the dean's office files, the chair, and the faculty member.
- All originals will be sent to the Academic Personnel Office.

9. Checklists, Worksheet, and FAP Templates

DPC & CPC Checklist for Promotion/Tenure Portfolio Reviews

Name: ____________________________
Tenured and/or Promotion: ____________________________
Year of Submitting: ___________

Include this completed Promotion and Tenure Worksheet with your portfolio to provide an overall review of activity completed in each area of the FAP. Evidence of activity in the four areas of the FAP includes the following:

| I. The teaching activity section also should contain the following documentation: |
|---|---|
| **DPC** | **CPC** |
| 1. Peer evaluations. | |
| 2. Statement of how course evaluations were administered. | |
| 3. Numeric summaries of course evaluations from the most recent four quarters (excluding summer) with all student comments from the most recent four quarters (excluding summer). [Evaluations from summer teaching, when available, should be included, however]). Do not include actual Teaching Effectiveness surveys, but indicate where the original data is found (i.e., Department Secretary). | |

| II. The professional activity section also should contain the following documentation: |
|---|---|
| **DPC** | **CPC** |
| 1. Annotated bibliography. The annotations should specify and document whether refereed or non refereed status, level of presentation or publication (national, regional, or local), and circulation. | |
| 2. Representative samples of work (publications, grants, etc.). | |

| III. The service activity section also should contain the following documentation: |
|---|---|
| **DPC** | **CPC** |
| 1. Annotated reverse chronological list of committees (university, college, department, and | |
community) and candidate’s specific roles and achievements.

2. Representative samples of work

<table>
<thead>
<tr>
<th>IV. The collegiality activity section also should contain the following documentation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPC</td>
</tr>
<tr>
<td>1. Annotated reverse chronological list of collaborative projects, grants, presentations</td>
</tr>
<tr>
<td>2. Representative samples of work.</td>
</tr>
</tbody>
</table>
The Faculty Activity Plan (FAP) described herein is written for evaluation in accordance with the College of Education and Human Development Policy and Procedure Manual for activity of the Assistant Professor. Also, this FAP reflects standards set forth in the Collective Bargaining Agreement (CBA) between the Eastern Washington University Board of Trustees and the United Faculty of Eastern established for October 8, 2009–August 31, 2013. It includes the CBA criteria for academic workload and responsibilities and expectations for faculty activity plans (CBA 7.3).

This FAP will be used to evaluate (name) for the granting of tenure and promotion to Associate Professor effective (date) and will cover the probationary six-year period. (name) will provide evidence of the following activities and contributions.
1. TEACHING AND ADVISING

The candidate will provide evidence of excellence in teaching and advising for the following activities and roles:

**Examples include:**

- CEHD will utilize an instructor evaluation tool as adopted by the university. The established minimum teaching effectiveness score, independent of the instrument, will be 75% of the raw maximum score (i.e. 6 point scale = 4.5, 5 point scale = 3.75).
- Achieve at least three commendable evaluations of teaching for courses reviewed by members of the department personnel committee and/or external evaluators in my field. The reviews will describe the quality and appropriateness of the subject matter, presentation of material, effectiveness of instruction, assessment strategies, academic standards, and thoroughness and clarity of syllabi.
- Maintain active participation in research advisement including chairing and being a member of orals examination committees (if designated as a graduate faculty).

**Evaluation Methods:**

_Evidence of quality teaching and advising will be demonstrated by:_

2. PROFESSIONAL AND SCHOLARLY ACTIVITIES AND ACCOMPLISHMENTS

All members of the college faculty are expected to establish and maintain an active scholarly agenda throughout their careers and participation in the acquisition of external funding. The candidate will provide evidence of superior scholarship for the following activities and roles:

**Examples include:**

- Publish or have accepted for publication # of the following with an EWU bi-line: articles in peer-reviewed journals, chapters of books, books, or equivalents recognized in my field of expertise. Note: The specific type and number of scholarly peer reviewed publications expected of faculty will be directed by departments.
- Deliver # presentations to professional groups at the regional, national, or international level. Note: The specific number of professional presentations expected of faculty will be directed by departments.
- Write and submit a minimum of one grant proposal at the state, federal, or private level deemed acceptable by the EWU Academic Grants and Research Director.

**Evaluation Methods:**

_Evidence of professional scholarly activities and accomplishments will be demonstrated by:_
3. PROFESSIONAL SERVICE

Service activities involve serious intellectual work and are tied directly to the individual’s special field of expertise. The candidate will provide evidence of important service contributions for the following activities and roles:

Examples include:

- Serve annually on (specify a number) departmental, college, and university committees, and others as needed.
- Maintain active membership in (specify a number – beyond one) of professional organizations.
- Chair at least one committee to demonstrate leadership.
- Create and/or participate in professional projects that serve the community.

Evaluation Methods:

*Evidence professional service will be demonstrated by:*

4. COLLEGIALITY

Collegiality involves faculty members talking with one another about their work; observing and assisting one another; working together on curriculum; engaging respectfully with one another to resolve conflicts and manage differences; and cooperating in the continuous improvement of teaching, scholarship, and service. The candidate will provide evidence of collegiality for the following activities and roles:

Examples include

- Seek feedback from faculty in ______ program, or in the department, towards professional goals for teaching (e.g., program development, professional evaluation, curriculum review/revision, etc.).
- Co-author and/or co-present with other faculty in ______ program, or in the department, on scholarship activities (e.g., research/publication, grants, and/or professional conference presentations).
- Create and implement service goals with other faculty in the department (e.g., the development of initiatives, community service projects, and departmental activities (specify which activities and projects).
- Co-create, co-author, and/or co-present with other faculty outside of the department on service projects, committees, and/ or scholarly works.

Evaluation Methods:

*Evidence of collegiality activity will be demonstrated by:***
SIGNATURES

The following agree to the Faculty Activity Plan as submitted by (name) which is intended to lead to the promotion to Associate Professor and tenure and for the probationary six-year period.

_____________________________________________   _______________
(Name, Rank, Department)  Date

_____________________________________________   _______________
Chair, Department Personnel Committee  Date

_____________________________________________   _______________
Chair, (Department)  Date

_____________________________________________   _______________
Chair, College Personnel Committee, CEHD  Date

_____________________________________________   _______________
Dean, College of Education and Human Development  Date

_____________________________________________   _______________
Provost and Vice President for Academic Affairs  Date
College of Education and Human Development

FACULTY ACTIVITY PLAN

Current Rank: Associate Professor

Submitted by:

Name of Faculty, Academic Credentials (doctorate required)

Add name of department (+ acronym)

Date of Hire: date & year, Years in current Rank: #

Date of Promotion to Associate Professor: date & year

Date Submitted

To Cover the Period from: mo & year to mo & year

The Faculty Activity Plan (FAP) described herein is written for evaluation in accordance with the College of Education and Human Development (CEHD) Policy and Procedure Manual for activity of the Associate Professor. Also, this FAP reflects standards set forth in the Collective Bargaining Agreement (CBA) between the Eastern Washington University Board of Trustees and the United Faculty of Eastern established for October 8, 2009–August 31, 2013. It includes the CBA criteria for academic workload and responsibilities and expectations for faculty activity plans (CBA 7.3).

The FAP will be used to evaluate (name) for the granting of either promotion/ or performance evaluation (circle one) (effective date) and will cover a four-year period. (name) will provide evidence of the following activities and contributions.
1. TEACHING AND ADVISING

In addition to demonstrating consistently high quality teaching, to be considered for promotion, the candidate must show how he or she has contributed to student achievement, linked scholarship to teaching, mentored junior faculty, contributed to the professional development of colleagues, participated in curriculum development, and assumed a leadership role in promoting quality teaching as a hallmark of the College of Education and Human Development.

Identify specific and clear activities that offer measurable outcomes for the review. Some examples for the FAP are:

- CEHD will utilize an instructor evaluation tool as adopted by the University. The established minimum teaching effectiveness score, independent of the instrument, will be 75% of the raw maximum score (i.e. 6 point scale = 4.5, 5 point scale = 3.75).
- Achieve at least three commendable evaluations of teaching for courses reviewed by members of the department and/or external evaluators in my field. The reviews will describe the quality and appropriateness of the subject matter, presentation of material, effectiveness of instruction, assessment strategies, academic standards, and thoroughness and clarity of syllabi.
- Maintain active participation in undergraduate and/or graduate advisement including chairing and being a member of orals examination committees (if designated as a graduate faculty).

Evaluation Methods:
Evidence of quality teaching and advising will be demonstrated by:

2. PROFESSIONAL AND SCHOLARLY ACTIVITIES AND ACCOMPLISHMENTS

The candidate’s scholarly activities will have produced a body of work that has contributed to his or her discipline and is recognized as important by professional colleagues from outside Eastern Washington University. The candidate will have assumed leadership roles consistent with the university, college, and department mission and will have extra mural funding for research and development activities. The candidate will provide representation of professional activity in each of the following three areas:
Identify specific and clear activities that offer measurable outcomes for the review. Some examples for the FAP are:

- Publish or have accepted for publication # of the following with an EWU bi-line: articles in peer-reviewed journals, chapters of books, books, or equivalents recognized in my field of expertise. *Note: The specific type and number of scholarly peer reviewed publications expected of faculty will be guided by the department policy.
- Deliver # presentations to professional groups at the regional, national, or international level. Note: The specific number of professional presentations expected of faculty will be directed by departments.
- Write and procure funding for a minimum of one extra mural grant proposal that was funded at the state, federal, or a private level deemed acceptable by the EWU Academic Grants and Research Director.

Evaluation Methods:
Evidence of professional and scholarly activities will be demonstrated by:

3. PROFESSIONAL SERVICE

The candidate's record of service to the department, college, and university will reflect ongoing engagement with schools and/or public agencies and benefits to them from the contribution of expertise and experience. The candidate will have assumed leadership roles consistent with the university, college, and department missions.

Identify specific and clear activities that offer measurable outcomes for the review. Some examples for the FAP are:

- Serve annually on (specify a number) departmental, college, and university committees, and others as needed including position of leadership.
- Maintain active membership in (specify a number - beyond one) of professional organizations including seeking leadership opportunities.
- Chair at least one committee to demonstrate leadership.
- Create and/or participate in professional projects that serve the community.

Evaluation Methods:
Evidence professional service will be demonstrated by:

4. COLLEGIALITY AND COLLABORATION

Candidates are expected to work productively with colleagues in activities related to research, curriculum development, and/or service. Collegiality involves faculty members talking to one another about their work; observing and assisting one another; working together on curriculum; engaging respectfully with one another to resolve conflicts and manage differences; and cooperating in the continuous improvement to teaching, scholarship, and service. Professional
collegiality contributes to productive decisions and their effective implementation, promotes a high degree of trust and support and fosters learning by all.

Identify specific and clear activities that offer measurable outcomes for the review. Some examples for the FAP are:

- Seek evidence of collaboration from faculty in _____ program, or in the department, towards professional goals for teaching (e.g., program development, professional evaluation, curriculum review/revision, etc.).
- Co-author and/or co-present with other faculty in _____ program, or in the department, on scholarship activities (e.g., research/publication, grants, and/or professional conference presentations).
- Create and implement service goals with other faculty in the department (e.g., the development of initiatives, community service projects, and departmental activities (specify which activities and projects).
- Co-create, co-author, and/or co-present with other faculty outside of the department on service projects, committees, and/or scholarly works.

**Evaluation Methods:**

*Evidence of collegiality and collaborative activities will be demonstrated by:*
SIGNATURES

The following agree to the Faculty Activity Plan as submitted by (name) which is intended to lead to promotion to Full Professor or retention as an Associate Professor after a minimum of four years in rank. It is further noted that this plan will be used to evaluate faculty performance on a four year basis unless this is a subsequent FAP, then it will be renewed after four years, according to the requirements set forth in the CBA 2009-20013 7.3.2(b).

<table>
<thead>
<tr>
<th>Name, Rank, Department</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>______________________</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chair, Department Personnel Committee</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>______________________</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chair, (Department)</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>____________________</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chair, College Personnel Committee, CEHD</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>______________________</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dean, College of Education and Human Development</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>______________________</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provost and Vice President for Academic Affairs</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>______________________</td>
<td></td>
</tr>
</tbody>
</table>
College of Education and Human Development

FACULTY ACTIVITY PLAN

Current Rank: Full Professor

Submitted by:

Name of Faculty, Academic Credentials (doctorate required)

Add name of department (+ acronym)

Date of Hire: date & year, Years in current Rank: #

Date of Promotion to Full Professor: date & year

Date Submitted

To Cover the Period from: mo & year to mo & year

The Faculty Activity Plan (FAP) described herein is written for evaluation in accordance with the standards set forth in the Collective Bargaining Agreement (CBA) between the Eastern Washington University Board of Trustees and the United Faculty of Eastern established October 8, 2009 – August 31, 2013. It includes the CBA Criteria for academic workload and responsibilities (CBA, 7.5) and expectations for faculty activity plans (CBA, 7.3).

The FAP will be used to evaluate the faculty effective (date) and will cover the ensuing five-year period (name) in (department) will provide evidence of the following activities and contributions:

1. TEACHING AND ADVISING

The faculty member will provide evidence of excellence in teaching and advising by demonstration of the following activities and roles:
Examples include:
- Achieve and provide summative data demonstrating an exemplary teaching effectiveness rating (using the department scale for assessing teaching effectiveness where “3.75” = “Excellent”).
- Achieve at least three commendable evaluations of teaching for courses reviewed by students, peers, and/or external evaluators in related field.
- Demonstrate mentorship of junior faculty in the development of effective teaching strategies and provide evaluations of performance towards the teaching goals of colleagues.
- Evaluate and revise courses and/or curriculum in the name of program or department as needed for department, accreditation or other goals.
- Chair and participate as member on graduate research and orals committees.

**Evaluation Methods:**
*Evidence of quality teaching and advising will be demonstrated by:*

2. **PROFESSIONAL AND SCHOLARLY ACTIVITIES AND ACCOMPLISHMENTS**

The faculty member’s scholarly activities will have produced a body of work that has contributed to his or her discipline and is recognized as important by professional colleagues from outside Eastern Washington University. The faculty will have assumed leadership roles consistent with the university, college, and department mission and will obtain extra mural funding for research and development activities. The faculty member will provide evidence of superior scholarship for the following activities and roles:

Examples include:
- Publish # of the following with a EWU bi-line: articles in peer reviewed publications, books, or chapters of books.
- Make # presentations at state, regional, and/or national professional conferences.
- Participate in a grant design, support junior faculty writing grants, and/or submit grant applications.
- Maintain active membership and demonstrate leadership in professional organization(s).
- Mentor students in the publication and/or presentation of scholarly works demonstrated with an EWU bi-line and co-authorship.

**Evaluation Methods:**
*Evidence of professional and scholarly activities will be demonstrated by:*
3. PROFESSIONAL SERVICE

Service activities involve serious intellectual work and are tied directly to the faculty member’s special field of expertise. The faculty member will provide evidence of important service contributions for the following activities and roles:

Examples include:

- Serve annually on and provide leadership to departmental, college, and university committees, and others as needed.
- Act as Director of ______ program.
- Chair and write an accreditation study for a program.
- Serve as Editorial Board member for a national, peer reviewed professional journal.

Evaluation Methods:
*Evidence professional service will be demonstrated by:*

4. COLLEGIALITY AND COLLABORATION

Collegiality involves faculty members talking with one another about their work, observing and assisting one another; working together on curriculum’ engaging respectfully with one another to resolve conflicts and manage differences; and cooperating in the continuous improvement of teaching, scholarship, and service. The faculty member will provide evidence of collegiality for the following activities and roles:

Examples include:

- Provide leadership and guidance in departmental activities and goals.
- Mentor faculty in program(s), or in the department, towards professional goals including teaching evaluation, research/publication, program development, and/or professional conference presentations.
- Guide special faculty and/or adjunct faculty in area of professional expertise.
- Collaborate in research and/or service grant proposal(s) with faculty outside of department (across disciplines).

Evaluation Methods:
*Evidence of collegiality and collaborative activities will be demonstrated by:*
SIGNATURES
The following agree to the Faculty Activity Plan as submitted by (name). It is noted that this plan will be used to evaluate faculty performance on a five year basis according to the requirements set forth in the CBA 2009-2013 7.3.2(b).

_____________________________________________   _______________
(Name, Rank, Department)   Date

_____________________________________________   _______________
Chair, Department Personnel Committee   Date

_____________________________________________   _______________
Chair, (Department)   Date

_____________________________________________   _______________
Chair, College Personnel Committee, CEHD   Date

_____________________________________________   _______________
Dean, College of Education and Human Development   Date

_____________________________________________   _______________
Provost and Vice President for Academic Affairs   Date
College of Education and Human Development

FACULTY ACTIVITY PLAN

Current Rank: Senior Lecturer

Submitted by:

Name of Faculty, Academic Credentials

Add name of department (+ acronym)

Date of Hire: date & year, Years in current Rank: #

Date of Promotion to Senior Lecturer: date & year

Date Submitted

To Cover the Period from: mo & year to mo & year

The FAP will be used to evaluate the faculty for retention, effective (date) and will cover the ensuing term of the appointment. (name) in (department) will provide evidence of the following activities and contributions:

2. TEACHING AND/OR ADMINISTRATIVE EFFECTIVENESS

A senior lecturer must demonstrate a record of excellent in teaching and/or administrative effectiveness. With regard to excellent teaching, this should be demonstrated with an overall teaching effectiveness score of 3.75 or higher as well as documentation of peer evaluations.

With regard to effective administration, a lecturer should provide documentation to support the successful attainment of program goals and objectives. This should relate to their
particular administrative role and might include documentation of participant numbers and/or
the expansion of programs and services to the students and campus community.

Evaluation Methods:
Evidence of quality teaching and/or administration will be demonstrated by:

4. COLLEGIALLY AND SERVICE

A senior lecturer must demonstrate collegiality with other members of the department.
Collegiality, for the purpose of this review, consists of positive and effective relationships
with other members of the department and university community. Letters of support from
colleagues in the department and from around campus are encouraged.

Activities that promote the vision and mission of the department, and the university are
highly encouraged and should be documented. In addition, a lecturer should exceed normal
expectations in the area of service to students (i.e., a record of consistent availability to
students, positive interactions, and effective mentoring and supervising). Documentation
should be provided in the form of student letters, notes, cards, comments, and email
messages. Further, peer evaluations and statements of support from professionals in the field
are encouraged.

Evaluation Methods:
Evidence of quality collegiality and service will be demonstrated by:

5. PROFESSIONAL DEVELOPMENT AND INVOLVEMENT

A senior lecturer should pursue and document professional development activity in one of the
following forms: Attendance at a state or national conference, continuing education, and/or
obtaining/maintaining appropriate certification. Depending on available funds, activity in this
area may vary from year to year. The expectation, however, is that when funds are available,
special faculty will pursue this area of their professional development.

Evaluation Methods:
Evidence of quality professional development and involvement will be demonstrated by:
SIGNATURES
The following agree to the Faculty Activity Plan as submitted by (name). It is noted that this plan will be used to evaluate faculty performance on the term of their appointment.

_____________________________________________   _______________
(Name, Rank, Department)                        Date

_____________________________________________   _______________
Chair, Department Personnel Committee            Date

_____________________________________________   _______________
Chair, (Department)                               Date

_____________________________________________   _______________
Chair, College Personnel Committee, CEHD          Date

_____________________________________________   _______________
Dean, College of Education and Human Development  Date

_____________________________________________   _______________
Provost and Vice President for Academic Affairs   Date
PERFORMANCE REPORT

Current Rank: Assistant Professor

Submitted by:

Name of Faculty, Academic Credentials (doctorate required)

Add name of department (+ acronym)

Date Submitted

This Performance Report will be used to evaluate the progress ________________ (name) has made towards fulfilling his/her approved Faculty Activity Plan that covers the period from _______ to ________.

1. TEACHING AND ADVISING

The faculty member will provide evidence of excellence in teaching and advising for the following activities and roles successfully completed within the time period covered in the Performance Report.

2. PROFESSIONAL AND SCHOLARLY ACTIVITIES AND ACCOMPLISHMENTS

The faculty member will provide evidence of superior scholarship successfully completed within the time period covered in the Performance Report.

3. PROFESSIONAL SERVICE

The faculty member will provide evidence of important service contributions successfully completed within the time period covered in the Performance Report.
4. COLLEGIALITY

The faculty member will provide evidence of collegiality successfully completed within the time period covered in the Performance Report.