Eastern Kentucky University's Promotion and Tenure System: Recommended Changes

A Report

Submitted to

University Promotion and Tenure Committee

and

Eastern Kentucky University Faculty Senate

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by

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Recommended Changes for Promotion and Tenure

Eastern Kentucky University

Ad Hoc Committee on Promotion and Tenure

Summary of Main Recommendations

Following are the main recommendations offered by the Ad Hoc Committee on Promotion and Tenure concerning promotion and tenure at EKU. More detailed discussions may be found in the final report. The recommendations, not listed in order of importance, address specific issues raised by the University Promotion and Tenure Committee, as well as other matters relevant to EKU's promotion and tenure system. The committee presents these recommendations for review through the goverance process and recommends that a transition period be established before approved recommendations go into effect. Departments will need time to establish their specific criteria for promotion and tenure, and faculty members will need time to prepare to meet new criteria.

Note: In this document, "administrators" refers to chairs, deans, and the Provost.

A. Promotion and Tenure Process (See Part IV.)

Recommendations

1. Faculty peers elected to serve on departmental committees shall have the primary responsibility for evaluating candidates in their department for promotion and tenure. Throughout the promotion and tenure process, faculty and administrators shall recognize the primacy of departmental recommendations.

2. The responsibilities of promotion and tenure committees at the college and university levels shall be to approve criteria for promotion and tenure proposed by departments; as needed, to consider appeals of negative recommendations for promotion; and to review applications for tenure that have received a negative recommendation. (See Part IV, Section D for a discussion of the make-up of these committees.)

3. Administrators shall not serve as voting members of promotion and tenure committees at any level; however, they may be asked to meet with committees, and they may request to meet with committees.

4. Committees and administrators at all levels shall continue to submit separate recommendations concerning promotion and tenure.

5. Review Process for Promotion and Tenure:

   a. If a candidate receives a <u>positive</u> recommendation for <u>promotion or tenure</u> from the department committee and chair, the application shall <u>not</u> be forwarded to the College Promotion and Tenure Committee but shall be forwarded for consideration by the dean.

b. **If a candidate is <u>not</u> recommended for <u>tenure</u> by committee or administrator at any level, the application shall be reviewed by the promotion and tenure committee at the next level. The chair, dean, or Provost shall initiate the review.**

c. **If a candidate is <u>not</u> recommended for <u>promotion</u> by committee or administrator at any level, the application shall not be considered further, unless the candidate appeals to the next level.**

d. **The Ad Hoc Committee recommends no change in the practice in which administrators at all levels review and make their own recommendations concerning all applications for tenure, applications for promotion that have received a positive recommendation, and applications for promotion that have received a negative recommendation, which the candidate has appealed.**

6. The promotion and tenure process at EKU shall not require reviews by people outside the university; however, applicants may ask such people to provide letters to include in applications for promotion and tenure.

B. Criteria for Tenure (See Part V, Section B.)

Recommendations

1. The university shall identify university-wide criteria for tenure and shall inform faculty of these criteria. The Ad Hoc Committee, in Part V, Section B, provides its recommendations for university-wide criteria for tenure.

2. Individual departments throughout the university shall identify specific criteria for tenure within the areas of teaching, service, scholarly/creative activities, and working effectively with others inside and outside the university in professionally-related activities.

   a. These departmental criteria shall be consistent with university-wide criteria and shall reflect good practice in the discipline, as well as practices at comparable regional comprehensive universities.

   b. The criteria shall allow for diversity in faculty contributions and shall reflect EKU's traditional emphasis on effective teaching.

   c. The criteria shall be submitted for review and approval by the college and university promotion and tenure committees, as well as by appropriate administrators.

3. Departments shall propose requirements for tenure to be applied to faculty teaching exclusively at Model Lab, in the Interpreter Training Program, in associate degree programs, and in other such units of the university.

4. All criteria for tenure proposed by departments shall be reviewed for approval by the college and university promotion and tenure committees, as well as by appropriate administrative officers. Following the initial review of departmental criteria, a review and approval shall take place at least every five years.

5. Faculty and administrators evaluating applications for tenure shall continue to consider all areas of performance: teaching, service, scholarly/creative activities, and ability to work effectively with others inside and outside the university in professionally-related activities. The committee further recommends that evaluation of applications for tenure shall reflect EKU's traditional emphasis on effective teaching.

6. A terminal degree relevant to the faculty member's appointment shall be required for tenure. Exceptions may apply in unusual circumstances and shall be justified and approved in writing at the time of initial appointment in a tenure-track position.

7. The probationary period for tenure shall be six years, and, if awarded, tenure shall begin in the seventh year. Exceptions concerning the probationary period shall be specified in writing at the time of initial employment in a tenure-track position.

8. The university shall continue to permit faculty to apply for promotion in rank prior to being considered for tenure.

C. Promotion in Faculty Rank (See Part VI.)

Recommendations

1. The university shall revise its criteria for promotion in faculty rank and shall inform faculty of the criteria for each rank. The Ad Hoc Committee on Promotion and tenure provides its recommendations for university-wide criteria for promotion in rank. (See Part VI, Section B.)

2. Individual departments throughout the university shall identify specific criteria within the areas of teaching, service, scholarly/creative activities, and working effectively with others inside and outside the university in professionally-related activities to apply in evaluating faculty for promotion in rank.

   a. These departmental criteria shall be consistent with university-wide criteria and shall reflect good practice in the discipline, as well as practices at comparable regional comprehensive universities.

   b. The criteria shall be submitted for review and approval by the college and university promotion and tenure committees, as well as by appropriate administrators.

3. Departments with special units shall propose requirements for promotion in rank to be applied to faculty who serve in those units, for example, faculty teaching exclusively at Model Lab, in the Interpreter Training Program, in associate degree programs, and in other such units of the university.

4. All criteria for promotion in rank proposed by departments shall be reviewed and approved by the college and university promotion and tenure committees, as well as by appropriate administrative officers. Following the initial review of departmental criteria, a review and approval shall take place at least every five years.

5. As in considerations for tenure, faculty and administrators evaluating applications for promotion shall continue to consider all areas of performance: teaching, service, scholarly/creative activities, and working effectively with others inside and outside the university in professionally-related activities.

6. A terminal degree relevant to the faculty member's appointment shall be required for promotion in rank beyond instructor. Exceptions may apply in unusual circumstances and shall be justified and approved in writing at the time of initial appointment in a tenure-track position.

7. The university shall continue its practice of designating minimum time in previous rank for eligibility to apply for promotion. Any exceptions to the specified minimum time in rank shall be documented by appropriate administrators at the time of initial appointment and held on record in appropriate administrative offices.

8. The university shall continue to permit faculty to apply for promotion in rank prior to being considered for tenure.

D. Membership on Committees Concerning Promotion and Tenure (See Part IV, Sections C, F, and H.)

Recommendations

1. Faculty and administrators shall not act on promotion and tenure applications at more than one level.

2. Chairs and deans may be asked to meet with departmental promotion and tenure committees and college and university promotion and tenure committees. They also may request to meet with these committees.

3. Faculty members serving on committees concerning promotion and tenure at any level shall be tenured and currently full-time employed at EKU. Committee members shall be elected by their peers.

4. Faculty rank shall be a consideration for service on promotion and tenure committees.

   a. The rank of Associate Professor or Professor shall be required to serve on the College Promotion and Tenure Committee.

   b. The rank of Professor shall be required for a faculty member to serve on the University Promotion and Tenure Committee.

   c. When this provision cannot be met, chairs and deans shall arrange for

appropriate representation, subject to approval by the promotion and tenure committees at the college and university levels.

5. Those departments with special units, such as Model Lab, the Interpreter Training Program, associate degree programs, and other such units shall propose the qualifications for faculty in those units to serve on departmental committees concerning promotion and tenure. The qualifications shall be reviewed for approval by deans, the Provost, and the promotion and tenure committees at the college and university levels.

E. Additional Recommendations

1. The committee recommends that to meet special needs the university may appoint faculty to a full-time, annually renewable, but non-tenure-track position of Teaching Associate. Teaching Associates shall not be eligible for tenure but may apply for a tenure-track position if one becomes available and, if appointed, may shift to a tenure-track position. Appointments for Teaching Associates shall be on an annual basis but shall not necessarily be limited to a fixed number of years. Teaching Associates shall be evaluated annually by the department chair and departmental committee.

2. The Provost shall arrange for informational sessions to be available for faculty, especially new faculty, in which procedures and criteria for promotion and tenure are explained by senior faculty and appropriate administrators.

3. The Provost shall arrange for forms for the promotion and tenure process to be revised and for schedules to be reconsidered and revised as needed.

4. The university shall continue to follow AAUP deadlines concerning notification of non-renewal for non-tenured faculty: March 15 for first-year faculty, December 15 for second-year faculty, and 12-month notice for third year and beyond faculty.

5. The procedure for evaluation of first-year faculty shall be changed.

   a. Evaluations of first-year tenure-track faculty, to be completed by March 15 of the first full-year of a faculty member's employment, shall be done only by administrators, following criteria established by the department.

   b. Positive recommendations for reappointment shall be initiated by the department chair and forwarded through administrative channels.

   c. In the event the chair wishes to recommend non-reappointment of first-year faculty, the chair shall consult the department annual evaluation committee.

6. Beginning with the second year, evaluations for non-tenured faculty shall involve recommendations from both the department chair and the departmental annual evaluation committee. The evaluation report and recommendations shall be forwarded through administrative channels.

7. **The Provost and deans shall ensure that exceptions agreed upon and documented at the time of a faculty member's initial appointment in a full-time, tenure track position are recognized and applied in the review of applications for promotion or tenure.**

Appendix A: Issues and Suggestions Regarding Policies, Procedures, and Criteria in the University Promotion and Tenure Process

The Ad Hoc Committee on Promotion and Tenure was asked to address issues identified in this document.

"This list was developed during the February 3 and 4, 2000, meetings of the University Promotion and Tenure Committee. These and additional items were discussed further during the February 18th Committee meeting, and possible actions were suggested. The Committee made one broad recommendation which relates to several items: have Dr. Marsden ask the Faculty Senate to appoint an ad hoc committee to review promotion and tenure (P&T) guidelines, procedures, and timetables. Several items on the list below then were referred to this ad hoc committee, based on an assumption that it would be appointed."

Some items on the list prepared by the University Promotion and Tenure Committee were not referred to the Ad Hoc Committee on Promotion and Tenure and, thus, are not included in the summary below. Further, since the committee was charged to review and make recommendations concerning the promotion and tenure process at large, the committee also addressed relevant matters not on the "Issues" list.

Following is a summary of the items on the list that were considered by the ad hoc committee:

- Should a faculty or administrator serve or participate in discussion of candidates at more than one level?
- Should scholarship requirements be different or the same for associate degree faculty who teach only in that level program?
- How can we ensure that teaching effectiveness is documented in the application?
- A number of items on the list concerned the criteria for promotion and tenure. These might be phrased in general as follows: How can we be more specific about criteria used in evaluating applications for promotion and tenure?
- Are external reviews of some applications needed?
- Should promotion be permitted before tenure?
- Should the probationary period for tenure be extended to seven years?
- Should more time pass before the first evaluation?
- Should a non-tenured rank be created?
- Other items on the list concerned the forms and timetables concerning promotion and tenure. The broad question might be phrased as follows: How can we make the promotion and tenure process more efficient?

Appendix B: Recommended University-wide Criteria for Tenure

Faculty peers at the department, college, and university levels have the main responsibility for recommendations concerning tenure. Chairs, deans and the provost are responsible for reviewing all applications for tenure and making separate recommendations. The president shall present recommendations to the EKU Board of Regents, which has the authority for final decisions concerning tenure. Recommendations and decisions shall be based on the evaluation of candidates' performance in the areas of teaching, service, scholarly/creative activities, and ability to work effectively with others inside and outside the university in professionally-related activities, with a recognition that at EKU effective teaching is emphasized.

Departments shall be required to identify and defend criteria for tenure. These criteria shall reflect the broad criteria established for the university and shall reflect good practice in the discipline, as well as practices at comparable regional comprehensive universities. The departmental criteria shall be reviewed for approval by the college dean and by college and university promotion and tenure committees, and recommendations shall be presented to the provost and president for approval. A systematic review and approval of departmental criteria shall be conducted a minimum of every five years. Throughout the decision making process, faculty and administrators shall recognize the primacy of departmental recommendations.

The criteria that follow are broad criteria for use university-wide. Within these guidelines, departments shall determine specific criteria, which, as approved, shall be used in evaluation of candidates for tenure. The following criteria apply to recommendations and decisions concerning tenure. Other criteria may apply to decisions concerning promotion.

1. Terminal Degree, as defined by the candidate's department
2. Probationary Period of 6 Years, unless otherwise specified in writing at the time of initial appointment to a tenure-track position
3. A Record of Working Effectively with Students and Colleagues in Professionally-related Activities
4. Performance in the Areas of Teaching, Service, and Scholarly/Creative Activities that Meets Established Departmental Criteria

Teaching	Service	Scholarly/Creative Activities
A Continuing Record of Successful Teaching	Evidence of Effective, Professionally-related Service	Evidence of Scholarly/Creative Activities Relevant to the Faculty Member's Appointment
(demonstrated, for example, through student opinion of instruction, peer observations/ evaluations, course outlines, assignments, students' work, views of alumni, and other evidence required by the department)	(demonstrated, for example, by service in the department, college, or university; service in the profession; and, as appropriate, professionally-related service n the community)	(demonstrated, for example, through an active program of research, participation in professional development to enhance scholarly/creative activities, creative products or performance, publications, presentations, exhibitions, grant proposals/awards, professionally-related innovations, and other forms of scholarship of discovery, interpretation, application, or pedagogy)

Appendix C: Recommended University-wide Criteria for Promotion

Faculty peers at the department, college, and university levels have the main responsibility for recommendations concerning promotion. Department chairs and college deans are responsible for presenting separate recommendations. The Provost and President shall present recommendations from the department and college levels and their own recommendations to the Board of Regents, which has the authority for final decisions concerning promotion. Recommendations and decisions shall be based on the evaluation of candidates' performance in the areas of teaching, service, scholarly-creative activities, and ability to work effectively with others inside and outside the university in professionally-related activities, with a recognition that teaching is a priority at EKU.

Departments shall be required to identify specific criteria for promotion. These criteria shall reflect the broad criteria established for the university and shall reflect good practice in the discipline, as determined by appropriate professional organizations and comparable regional comprehensive universities. The departmental criterial shall be reviewed for approval by the college dean and by the college and university promotion and tenure committees, and recommendations shall be presented to the Provost and President for approval. A systematic review and approval of departmental criteria shall be conducted a minimum of every five years.

The criteria that follow are broad criteria for use university-wide. Within these guidelines, departments shall determine specific criteria and shall evaluate candidates for promotion in terms of the criteria. The following criteria apply to recommendations and decisions concerning promotion. Other criteria may apply for decisions about initial appointments. From rank to rank, criteria reflect increasing expectations within the same areas of performance considered for promotion in rank.

Assistant Professor

- Terminal Degree
- Minimum 1 year of experience at EKU prior to applying for promotion or a term of full-time service agreed upon and documented at the time of initial appointment.
- Evidence of successful teaching (demonstrated, for example, through student opinion of instruction, at least one other systematic form of evaluation, course outlines, assignments, students' work, views of alumni, or other evidence requested by the department.
- Satisfactory performance in professionally-related service in the department, college, or university; in the profession; and, as appropriate, in the community.
- Demonstrated engagement in scholarly/creative activities relevant to the faculty member's appointment. Examples of activities include an active program of research, participation in professional development, creative products or performances, publications, presentations, or other forms of scholarship of discovery, interpretation, application, or pedagogy.
- Demonstration of working effectively with students and colleagues in professionally-related activities.

Associate Professor

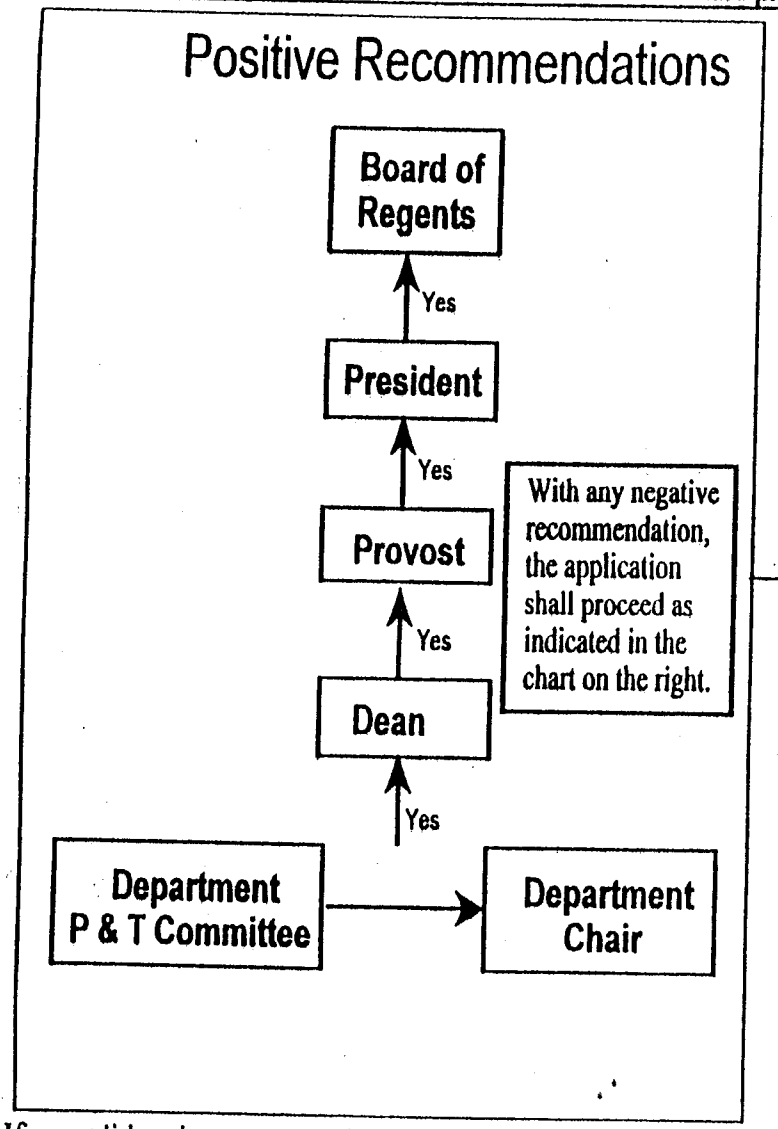
- Terminal Degree
- Minimum of 3 years of full-time service at EKU or a term agreed upon and documented at the time of initial appointment; candidates may apply for promotion in the 3rd year.
- Sustained record of successful teaching (demonstrated, for example, through student opinion of instruction, peer observations/ evaluations, course outlines, assignments, students' work, views of alumni, and other evidence requested by the department).
- Effective contribution to teaching at EKU, for example, revision of curriculum, innovations in teaching, involving students in teaching, teaching in alternative modes and settings, etc.
- Record of effective professionally-related service in the department and in the college or university; in the profession; and, as appropriate, in the community.
- Record of successful, peer-reviewed scholarly/creative activities, some accomplished at the state, regional, national, or international level. Examples of activities include creative products or performances, professionally-related innovations, grant proposals/awards, publications, presentations, exhibitions, or other forms of scholarship of discovery, interpretation, application, or pedagogy.
- A record of working effectively with others inside and outside the university in professionally-related activities.

Professor

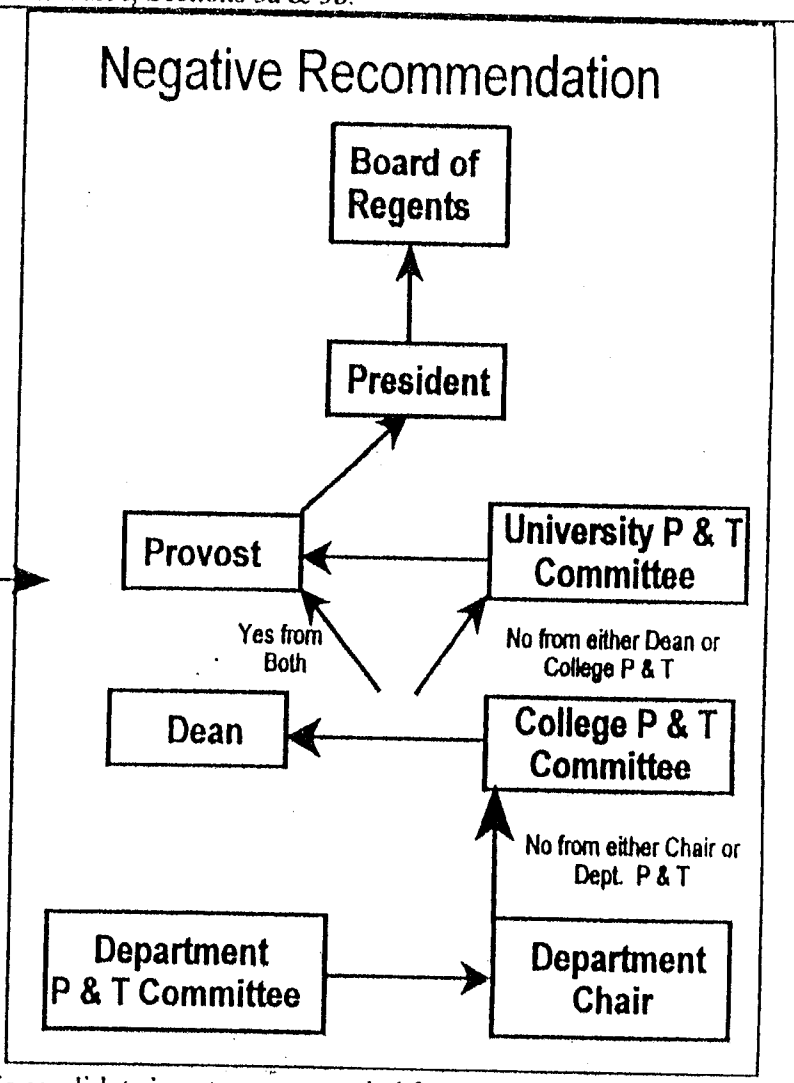
- Terminal Degree
- Minimum of 5 years of full-time experience in rank at EKU or a term agreed upon and documented at the time of initial appointment; candidates may apply for promotion in the 5th year.
- Sustained record of superior teaching (demonstrated, for example, through student opinion of instruction, peer observations/ evaluations, course outlines, assignments, student work, views of alumni, and other evidence requested by the department).
- Additional effective contributions to teaching, for example, innovations in teaching, revision of curriculum, team teaching, involving students in teaching, teaching in alternative modes or settings, etc. Demonstration of leadership in teaching.
- Sustained and broad record of effective professionally-related service at multiple levels in the university and in the profession, and, as appropriate, in the community. Demonstration of leadership in service.
- Sustained record of successful, peer-reviewed scholarly/creative activities, some accomplished at the state, regional, national or international level. Examples of activities include creative products or performances, professionally-related innovations, grant proposals/awards, publications, presentations, exhibitions, or other forms of scholarship of discovery, interpretation, application, or pedagogy.
- A record of working effectively with others inside and outside the university in professionally-related activities.

Appendix D: Proposed Tenure Process

The following diagrams illustrate the proposed process for tenure.
Details of the tenure process are delineated in Part I, Sections 5a & 5b.



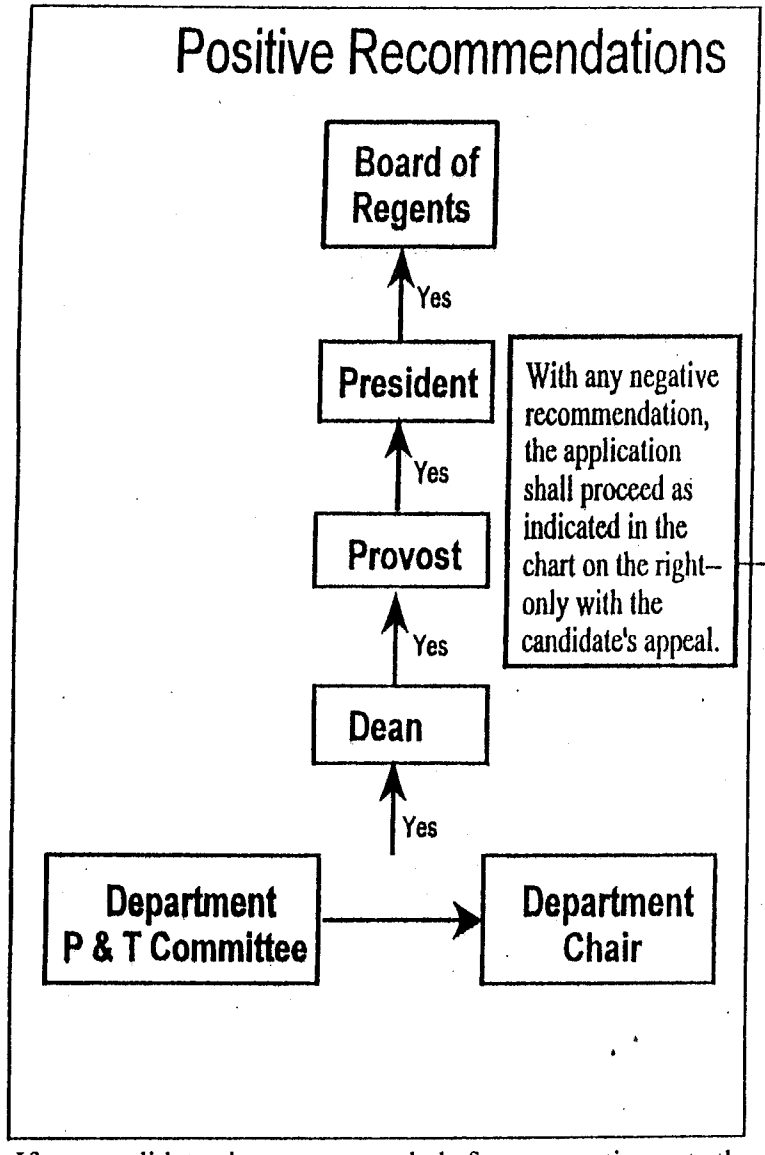
If a candidate is recommended for tenure at the department level, the application shall be reviewed further only by administrators as long as the recommendation remains positive.



If a candidate is not recommended for tenure at any level, the application shall be reviewed by committees at the next levels. The chair, dean or provost shall initiate the review. All applications for tenure shall be reviewed by administrators.

Appendix E: Proposed Promotion Process

The following diagrams illustrate the proposed process for promotion.
Details of the promotion process are delineated in Part I, Sections 5a & 5c.



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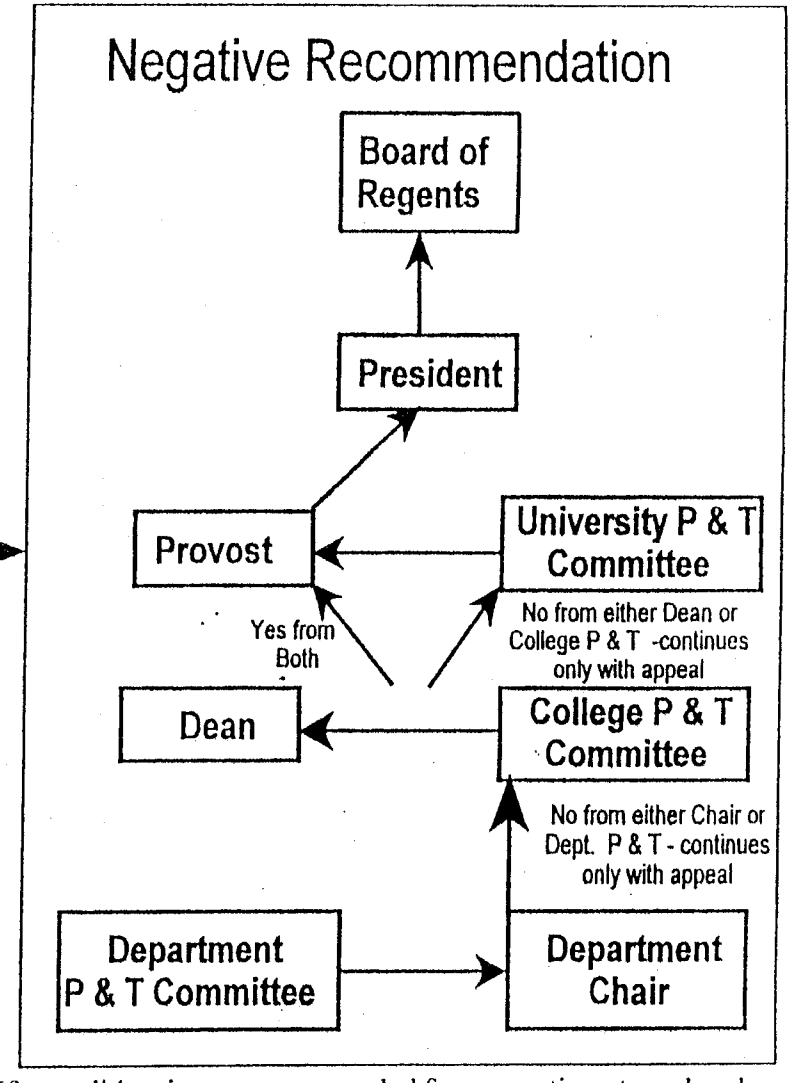

If a candidate is not recommended for promotion at any level, the application shall not be reviewed at the next levels, unless the candidate appeals. The candidate shall initiate the appeal.