

Guidelines for evaluating applications for promotion and tenure
College of Science, Marshall University
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Introduction. The *Greenbook* defines the procedures and minimum performance criteria for promotion and tenure at Marshall University but reserves for the colleges, indeed encourages them, to refine and clarify its guidelines and to develop specific performance standards for application to their faculty.

Promotion in rank and tenure are each a reward for real achievement and the College of Science requires that applications for promotion and/or tenure include a factual documented record, from multiple sources of evidence, of sustained achievement in each of three areas of faculty responsibility since first appointment or last promotion in rank, whichever is more recent. These areas are: 1. **teaching and advising**, 2. **scholarly, creative and related professional activity**, and 3. **service to the University and external communities**. An applicant will be judged on whether he/she has attained the levels of exemplary or professional performance, the former being the highest level of achievement. The departmentally designated committee shall check the accuracy of information included in the promotion or tenure packet.

Promotion to associate professor or the granting of tenure requires a record of professional recognition that transcends local and regional organizations and activities, as well as evidence of increasing scholarly productivity and reputation. In addition, promotion to Associate Professor or award of tenure requires demonstrated exemplary achievement in either teaching and advising or scholarly and creative activity. Promotion to full professor requires evidence of substantial professional prominence in major national and international organizations and activities as well as positions of real leadership and responsibility, and a significantly higher level of sustained scholarly productivity than is required for promotion to lower rank. In addition, promotion to full professor requires demonstrated and sustained exemplary achievement in two of the three areas. If the applicant's contract includes an addendum specifying the area of exemplary performance, this area will be used in evaluating the promotion and tenure application.

Accommodating academic disciplinary differences

The College of Science allows flexibility in weighing areas of faculty performance in order to accommodate a range of disciplinary specialties in its personnel policies and procedures. However, in all disciplines the quality and impact of the faculty member's efforts will be judged primarily through interactions with one's peers. Therefore, evidence of achievement shall include, but is not limited to, peer-reviewed national publications and grant competitions appropriate to the discipline. Such measures shall be applied to assessment of achievement in instructional as well as scholarly performance. It is the responsibility of each of the various disciplines to use credible and objective means to distinguish *exemplary achievement* for purposes of promotion and tenure recommendations from mere achievement.

Written external evaluations are required for Promotion and Tenure in the College of Science

- The candidate may submit a list of desired external evaluators to the department's designated committee. The candidate should identify those people on the list with whom he/she has had a, past or present, personal, professional or financial relationship, and the nature of the relationship. The chair of the committee shall add names to this list, and send it to the department chair/division head. The committee chair shall consult with the department chair/division head in identifying the individuals to be asked to perform the evaluation of the candidate. The committee chair and department chair/division head should seek to obtain letters both from people who know the candidate and those who do not, and additionally those that the candidate recommended and those selected independently. The external evaluators selected should include senior members of the profession and individuals of some prominence in their field. Evaluators from institutions to which Marshall University is compared should be considered. The applicant's department shall determine the number of external evaluators required.
- When the list of people that the department's committee chair will request letters from is completed, it will be sent to the candidate. The candidate will have one workweek to make comments on the evaluators that were selected. In his/her comments the candidate should note any personal, professional or financial relationships with the evaluators selected by the committee chair. After considering the candidate's comments the committee chair in consultation with the department chair/division head, may or may not choose to modify the list. If after the candidate's comments have been considered, the list of evaluators includes people that the candidate finds undesirable as evaluators, the candidate will have the option of writing a summary, not to exceed one page per evaluator, of the reasons why the candidate finds the evaluator(s) unacceptable.
- Those agreeing to be external evaluators must be supplied with a copy of the candidate's application material in an electronic file format. Evaluators will be requested to confine their comments to aspects of the candidate's performance about which they have some insight and to comment on their personal knowledge of or relationship to the candidate.
- Letters from evaluators at comparable academic institutions should include a statement as to whether the candidate's application would be likely to be successful at their institution.
- The letters provided by the evaluators will not be made available to the candidate unless directed by university legal counsel.
- If an applicant is denied promotion and reapplies at a later date, evaluation letters will not be considered if they are more than two years old.

Written internal evaluations.

The appropriate departmental committee will solicit written, signed and dated comments from students, staff, and colleagues to be submitted directly to the committee. Under no circumstance are faculty candidates for promotion and tenure to solicit comments from students whether these students have graduated or not.

Teaching, Advising and Related Activities

Quality instruction is critical to the mission of the Marshall University College of Science. Sustained achievement in teaching, advisement and related activities is required for both tenure and promotion, and candidates are encouraged to strive for excellence in this area.

In ***no more than three pages*** with one inch margins all around and 12 point or larger type, a tenure or promotion portfolio must summarize the candidate's teaching, advising and related activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent. Candidates are advised to choose the contents of their statements carefully as **Departmental and College committees may return materials that exceed established page limits**. Photocopies of official documents (i.e. those not generated by the applicant) will not count against the three page limit but must be relevant to the specific items identified below and must not be excessive in length.

- A listing of recalculated class evaluation scores by semester must be included in this section of the packet. A complete set of summary sheets for classroom evaluations in all classes taught. Departmental chairs are to maintain department averages for student evaluation of classroom instruction, grade distributions, drop rates, uniform exam scores, and prerequisite follow-up forms in order to determine standards for the discipline. Average section grades significantly outside course norms must be explained. It would be useful to break down such standards into categories such as undergraduate/graduate, lower division/upper division, service/major, intro/advanced as appropriate for the discipline.
- New courses or programs developed or implemented including Integrated Science (ISC) Courses (provide titles, dates taught, and average enrollment).
- Development of E-courses (provide titles, dates taught, and average enrollment).
- Student advising activities.
- Direction of (or service on) thesis, dissertation and comprehensive exam committees. Indicate whether served as chair or a member.
- Development and/or incorporation into new or existing courses and programs of: innovative and creative teaching and advising strategies, instructional technology, or library instruction; miscellaneous curricular development activities including web pages, lab experiments, manuals, handouts, etc (provide course titles, dates taught, and average enrollment).
- Development and teaching of: Multicultural, International, Writing Intensive, Honors or other university directed special content courses; Capstone or student research projects (for courses provide titles, dates taught and average enrollment; for student supervision include student's name and date of graduation/expected graduation and semester in which work was performed).
- Contributions to academic/professional meetings with a focus on teaching, learning or advising. Describe participation (e.g. chairing sessions, presenting papers, service on panels, etc.) indicating whether meetings were national, regional, state or local and whether participation was by invitation.
- Attending meetings of academic/professional societies related to teaching, learning or advising – list name, venue, date.

- Participation in faculty development programs or workshops devoted to teaching, learning or advising – list name, venue, and date.
- Other presentations with a focus on teaching, learning or advising not previously listed (e.g. seminars, lectures, etc.). List title of presentation, venue, date and whether participation was by invitation.
- Peer-reviewed grant or contract applications and awards in support of pedagogical improvements of significance in the discipline provide evidence of a candidate's instructional and advising efforts. List applications submitted indicating awards received, pending proposals and applications in preparation. For each entry list agency, funding program, project title, name of PI, duration, amount requested and amount awarded, whether it was a national, regional or local competition and peer reviewed.
- Published work on pedagogical issues of significance in the discipline. Indicate whether any publications were solicited or invited reviews of the field.
 1. Peer-reviewed articles published. Submit only the first page of each article which should show the name of the publication/journal, author(s), title, date of publication and abstract. The departmental chair, departmental committee or college Personnel Committee reserves the right to request a full article.
 2. Work accepted for publication. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-author names, if any, as they will appear in the published work. Submit preprints if available.
 3. Other published work (e.g. books, book chapters, etc.). Include full bibliographic reference with all co-authors' names if any, as they appear in the published work.
 4. Work in preparation – list title, co-authors' names, if any, and plans for publication.
- Awards, honors and other recognition of instructional or advising performance (e.g. service as editor or on the editorial board of prominent pedagogical publications, service on grant review panels, invitations for sabbatical leave/visiting professorship at prestigious institutions, etc.). Indicate sponsoring organization, title and purpose of award or honor and date it was made.
- Teacher preparation courses or workshops taught – list course, date taught and enrollment.
- Other (e.g. annual grade distribution, drop rates listed by course number, class averages on uniform final exams, results of Prerequisite Follow Up Questionnaires (example appended), videotaped class sessions).
- Candidates may also include an additional one-page written evaluation of instructional performance by the applicant's mentor or department chair. In cases where the candidate disputes an evaluation, the candidate and the evaluator will attempt to reconcile their differences, or failing that, the candidate shall be given five calendar days to prepare a written rebuttal which is to be signed, dated, and included in the file.

Scholarship, Creative and Related Professional Activities

In *no more than three pages* with one inch margins all around and 12 point or larger type, a tenure or promotion portfolio must summarize the candidate's scholarly, creative and related professional activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent. Candidates are advised to choose the contents of their statements carefully as Departmental and College committees may return materials that exceed established page limits. Photocopies of official documents (i.e. those not generated by the applicant) will not count against the three page limit but must be relevant to the specific items identified below and must not be excessive in length. Submit the first page of each article, which should show the name of the publication/journal, date of publication, author(s), title, and abstract.

- Published work of significance in the discipline. Indicate whether any publications were solicited or invited reviews of the field.
 1. Peer-reviewed articles published. Submit only the first page of each article which should show the name of the publication/journal, author(s), title, date of publication and abstract. The departmental chair, departmental committee or college Personnel Committee reserves the right to request a full article.
 2. Work accepted for publication. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-author names, if any, as they will appear in the published work. Submit preprints if available.
- Other published work (e.g. books, book chapters, patent applications, etc.). Include full bibliographic reference with all co-authors' names if any, as they appear in the published work. Indicate whether work was solicited or invited review of the field.
- Work submitted or accepted for publication. Indicate the name and sponsoring organization of the publication, the full bibliographic reference for the article with all co-authors' name, if any, as they will appear in the published work. Submit first page of preprints if available. Include a copy of any document that indicates receipt or acceptance of a submitted manuscript.
- Work in preparation – list title, co-authors' names, if any, and plans for publication.
- Other creative works or performances with brief description, venue and date as appropriate.
- Academic/professional consultation – list subject, clients, dates.
- Academically/professionally-related talks – list subject, venue, date and whether participation was by invitation.
- Participation in institutes, workshops and seminars – list subject, venue, sponsoring organization and date. Briefly describe the nature of the participation and whether participation was by invitation.
- Membership in academic/professional societies – list in order: local, regional, national, international.
- Offices or committee assignments in academic/professional societies. May be combined with preceding list. Indicate whether elected or appointed, by whom and term of office. [Note: the duties of the office may make this item more service than scholarship.]

- Contributions to academic/professional meetings. Describe participation (e.g. chairing sessions, presenting papers, service on panels, etc.) indicating whether meetings were national, regional, state or local and whether it was by invitation.
- Meetings of academic/professional societies attended – list name, venue, and dates.
- Activities related to gaining/retaining professional licensure/certification.
- Scholarly and creative sponsored projects. Sustained efforts in support of one's scholarly and creative activities is one indication of a faculty member's commitment to contribute to the knowledge base of the discipline. Separately list applications submitted indicating awards received, pending proposals and applications in preparation. For each entry list agency, funding program, project title, name of PI, duration, amount requested and amount awarded, whether it was a national, regional or local competition and peer reviewed.
- Scholarly and creative activity in progress. Do not duplicate entries in the fourth category in this section.
- Awards, honors and other recognition of scholarly and creative performance (e.g. service as editor or on the editorial board of prominent publication(s) in the field, service on grant review panels, invitations for sabbatical leave/visiting professorship at prestigious institutions, etc.). Indicate, sponsoring organization, title and purpose of award or honor and date it was made.
- Other (describe).

Service

Exemplary achievement in service requires that the faculty member perform functions that have real impact within or outside the university. University service includes service within the department/division, college or university, with student or other university-recognized organizations or on behalf of students, faculty, staff and administration. Community service includes, work, compensated or not, with governmental, educational, business, civic, religious, fraternal or similar organizations or with the general public and may include but is not limited to applied research, consultation, technical assistance, clinical activities or performance. Service activities must be aligned with the mission and goals of the department, college, and university, and must be documented and capable of being evaluated. Real achievement in service is creative, diverse, and sustained. Examples include activities that address important local and regional needs, make use of the faculty member's special expertise and knowledge and where the faculty member's participation was pivotal to the success of the activity, organization, etc.

In *no more than three pages* with one inch margins all around and 10 point or larger type, a tenure or promotion portfolio must summarize the candidate's service activities in each of the following categories during the period since first appointment or last promotion in rank, whichever is most recent. Candidates are advised to choose the contents of their statements carefully as Departmental and College committees may return materials that exceed established page limits. Photocopies of official documents (i.e. those not generated by the applicant) will not count against the three page limit but must be relevant to the specific items identified below and must not be excessive in length.

- Service on university committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- Participation in other activities on behalf of the university.
- Service on college committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- Participation in other activities on behalf of the college.
- Service on department/division committees, task forces, etc. Indicate whether elected or appointed, by whom, dates of service and whether an officer of the group.
- Participation in other activities on behalf of the department/division.
- Service with student organizations. List organization name, nature of service (e.g. faculty adviser) and dates of service.
- Service to the community that involved faculty member's professional skills. List organization name, nature of service, dates of service and whether voluntary or appointed.
- Participation in other activities on behalf of the community. List organization name, nature of service, dates of service and whether voluntary or appointed.