I. INTRODUCTION

The ability of a college to function, progress, develop excellence, and serve society depends on both the individual performance of each faculty member and the collective performance of the faculty as a whole. Thus, the success and reputation of a college are highly dependent upon the talents that exist among its faculty and how effectively those talents are marshaled to accomplish the institutional mission. To achieve and maintain high quality, a comprehensive faculty evaluation system is essential. Properly administered, this system will encourage professional growth of individual faculty members, assure retention of those faculty members who demonstrate a high level of scholarship and academic performance, and permit appropriate recognition of achievement.

The work of faculty members as independent professionals is not easily categorized or measured. The evaluation of faculty must be guided by principles and procedures designed to protect academic freedom and to ensure accuracy, fairness, and equity. This document outlines these broad principles and establishes the rigorous and common procedures necessary to maintain these qualities in the faculty evaluation process.

Annual evaluation, promotion in rank, granting of tenure, and the renewal of term appointments are acts of critical importance both to members of the academic community and for the welfare of the college. The annual evaluation process contributes to the improvement of faculty members and the college and is both evaluative and developmental. Retention, tenure, promotion and performance based pay decisions reward individual achievement, and also shape the college for decades.

II. FACULTY RANKS AND DEFINITIONS

In accordance with CTCS, Series 9, faculty may fall into one of the following classifications:

Tenured: Those faculty members who have attained tenure status as determined by the institution. Normally, tenured appointments are full-time (1.00 FTE or the equivalent, as determined by the institution) for the academic year. Under special circumstances, if requested by the faculty member and approved, a full-time tenured appointment may be converted to a part-time tenured appointment for a specified time period, normally not to exceed one calendar year. At the conclusion of the approved time period or an approved extension thereof, the faculty member will return to a full-time tenured appointment or, if the faculty member chooses not to return to a full-time tenured appointment, the faculty member's employment will cease. This section does not apply to actions associated with phased retirement programs.
**Tenure-Track:** Those faculty members who have been appointed on a full-time (1.00 FTE or the equivalent, as determined by the institution) basis and have been designated as being in a tenure-track position. Under special circumstances, if requested by the faculty member and approved, a full-time tenure-track appointment may be converted to a part-time tenure-track appointment for a specified time period, normally not to exceed one calendar year. At the conclusion of the approved time period or extension thereof, the faculty member will return to a full-time tenure-track appointment or, if the faculty member chooses not to return to a full-time tenure-track appointment, the faculty member’s employment will cease. Time spent in a part-time tenure-track appointment will not normally apply to the calculation of the years of service for the purposes of tenure nor will it result in any de facto award of tenure.

**Term:** Those faculty members who have been appointed for a specified term as defined by the institution. The appointment may be full-time (1.00 FTE or the equivalent, as determined by the institution) or part-time. While a full-time term faculty member is eligible to receive reappointment to additional terms, no single term may exceed three years. No number of term appointments shall create any presumption of a right to appointment as tenure-track or tenured faculty.

**Instructional Specialist:** Those faculty members who have been appointed minimally on a nine-month basis and an hourly workload. The appointment is for a specified term not to exceed three years. The instructional specialist is eligible to receive reappointment to additional terms. No number of term appointments shall create any presumption of a right to appointment as a tenure-track or tenured faculty. In addition to teaching, instructional specialists will have responsibilities for various academic support activities.

**Non-Tenure-Track:** Those faculty members who have not been appointed in a tenure-track, clinical-track, librarian-track, term, or tenured status. Their appointment may be full-time (1.00 FTE or the equivalent, as determined by the institution) or part-time. Non-tenure-track faculty may also include faculty equivalents or academic professionals, whose primary duties are non-instructional, but who may hold a secondary appointment that is instructional in character. No number of non-tenure-track appointments shall create any presumption of a right to appointment as tenure-track or tenured faculty.

Faculty appointed to tenured, tenure-track, or term positions at any institution shall be appointed in one of the following ranks: Professor; Associate Professor; Assistant Professor; or Instructor.

Faculty appointed to instructional specialists at any institution may be appointed to one of the following ranks: Professor/Instructional Specialist; Associate Professor/Instructional Specialist; Assistant Professor/Instructional Specialist; or Instructor/Instructional Specialist.

Clinical-track, instructional specialists, librarian-track, and term faculty hold appointments that are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments. Clinical-track, instructional specialists, librarian-track, and term faculty appointments are only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment.
Non-tenure-track full-time (1.00 FTE or the equivalent, as determined by the institution) faculty appointments may be used only if one or more of the following conditions prevail:

- The position is funded by a grant, contract, or other source that is not a part of the regular and ongoing source of operational funding.
- The appointment is for the temporary replacement of an individual on sabbatical or other leave of absence. Such appointments are outside tenure-track status, are subject to annual renewal, and normally may not exceed three years.
- The appointment is for the purpose of filling an essential teaching post immediately, pending a permanent appointment through a regular search and screening process. Such appointments are outside tenure-track status, are subject to annual renewal, and normally may not exceed three years.
- The position is temporary to meet transient instructional needs, to maintain sufficient instructional flexibility in order to respond to changing demand for courses taught, or to meet other institutional needs. The appointee is to be so notified at the time of the appointment. Such appointments are outside tenure-track status, are subject to annual renewal, and normally may not exceed six years.
- The appointee is granted a primary appointment as an administrator or to perform other noninstructional duties, with a secondary appointment that is instructional in character. Any faculty rank or teaching would be considered temporary, renewable on an annual basis. The appointee must be notified in writing of the status of any faculty rank.

Appointment or reappointment to a non-tenure-track full-time faculty position shall create no right or expectation of continued appointment beyond the one-year period of appointment or reappointment.

III. GENERAL PRINCIPLES OF FACULTY EVALUATION: PROCESS, CRITERIA AND STANDARDS

A. The Faculty Evaluation Process

The faculty evaluation process at West Virginia University at Parkersburg is designed to assist the institution in attracting promising faculty members, helping them reach their potential, rewarding their proficiency, continuing their productivity and professional development throughout their careers, and retaining only those who are outstanding. The process has seven distinct components:

1. Annual Evaluation

Annual evaluation provides an opportunity to review a faculty member's past performance and to develop future goals and objectives; it forms the basis for any annual performance based salary raises and other rewards. Cumulatively, annual evaluations establish a continuous written record of expectations and performance that will encourage professional growth and provide support for retention, promotion, tenure and other recognition. For annual evaluations, faculty will submit the annual report and an updated curriculum vitae. Additional documentation may be requested at any level of the review if questions arise. This information should be submitted in one file, either electronically or in one file folder. Faculty reviewed annually include tenured
faculty, tenure-track faculty, term faculty, instructional specialists with academic appointments, temporary faculty, and part-time faculty.

2. Evaluation for Promotion in Rank

Promotion in rank recognizes exemplary performance of a faculty member. The evaluation for promotion in rank provides the opportunity to assess a faculty member's growth and performance since the initial appointment or since the last promotion. For evaluation for promotion in rank, faculty submit all annual evaluations since the previous promotion, an updated curriculum vitae, and other supportive documentation that builds and supports the case for promotion. This information should be submitted in folders arranged chronologically since the previous promotion. There should be one folder for each year and other artifacts as warranted may be included in the folder.

3. Evaluation of Tenure-Track Faculty for Tenure

For an award of tenure, tenure-track faculty undergo a particularly rigorous evaluation involving an assessment of accumulated accomplishments and the likelihood that the faculty member's level of performance will be maintained.

4. Evaluation of Term Faculty at the End of a Multi-Year Appointment

The cumulative personnel file, containing data from each year of appointment shall be reviewed for full-time term faculty in their final year of the term appointment.

5. Annual Review Option for Fully-Promoted, Tenured Full Professors

Fully-promoted, tenured full professors may chose to submit an annual evaluation every three years using the criteria described in #1 above. During the interim period fully-promoted, tenured full professors will submit an abbreviated, self-reflective report.

6. Evaluation of Instructional Specialists in Academic Divisions at the End of a Multi-Year Appointment

The cumulative personnel file, containing data from each year of appointment, shall be reviewed for full-time instructional specialists in their final year of the multi-year appointment following the goals and expectations as defined in their initial letter of appointment.

7. Evaluation for Performance Based Salary Increases

A performance based salary increase recognizes exemplary performance of a faculty member and is based upon the annual evaluation.

Responsibility for faculty evaluation is shared by members of the college community. Primary responsibility for the quality and presentation of an individual's work lies with the particular faculty member. Faculty colleagues participate in annual evaluation and review for promotion, tenure, and/or retention through membership on division and campus committees. The legal authority and responsibility of division chairpersons, the Senior Vice President for Academic
Affairs and the President enter into the determination of academic personnel decisions as do the needs and circumstances of the division and WVUP.

B. Criteria

Faculty members are expected to contribute to the mission of West Virginia University at Parkersburg and are to be judged accordingly. Consequently, the evaluation of faculty is to occur in relation to the faculty member's particular roles at the institution. Accomplishments of the faculty member are judged in the context of these roles.

Collectively, the faculty teach, advise, engage in research and creative activity, and provide public, professional, and institutional service. The extent to which a faculty member's responsibilities emphasize WVU at Parkersburg's mission will vary. In the approved letter of appointment the President shall define the general terms of the faculty member's major responsibilities, and identify the year by which tenure must be awarded, if applicable, or the year a multi-year term appointment expires. The terms of this appointment are to be reviewed periodically and may be changed by mutual consent consistent with this document. Within the terms of this general apportionment of responsibilities, the details of a faculty member's specific assignments should be subject to joint consultation but are to be determined by the President.

The criteria described in Section III shall be applied to all faculty members in ways which equitably reflect the particular responsibilities and assignments of each. How these criteria apply to a faculty member's own set of duties should be clear at the time of appointment and reviewed in the annual evaluation. Adjustments in the expectations for faculty members may occur in keeping with changing institutional and unit priorities and personal interests. All tenure-track, term, or tenured faculty members must do scholarly, creative, or professional work that informs their teaching and service.

IV. PROFESSIONAL EXPECTATIONS OF FACULTY MEMBERS

At WVU Parkersburg, teaching/service to students, professional development and growth, and service to the institution and community constitute the heart of its mission and of its criteria for faculty evaluation. Faculty responsibilities are defined in terms of activities undertaken in each of the three areas; therefore, faculty evaluation is based primarily upon a review of performance in these areas.

A. Teaching/Service to Students

Because teaching is recognized as the faculty member’s primary responsibility, the area of teaching/service to students is given the greatest weight when considering candidates for tenure, renewal of a multi-year term appointment, or promotion. For evaluation purposes, teaching is weighted as half (50%) of the point value for performance-based pay increases.

Teaching involves the dissemination of knowledge, the stimulation of critical thinking, and the development of artistic expression. Teaching includes not only traditional modes of instruction such as the classroom lecture, but also modes such as clinical, laboratory, and practicum
instruction; evaluation and critique of student performance; and various forms of continuing education and non-traditional instruction. Service to students includes responsiveness to student needs, innovations and improvements in instruction, and availability to students for academic advising and career counseling, which are special dimensions of the educational process and essential to student success.

The following elements will serve as the evaluative criteria for the area of teaching/service to students:

- **Effectiveness of Instruction** - The prime requisites of any effective teacher are intellectual competence, integrity, independence, a spirit of scholarly inquiry, a dedication to improving methods of presenting material, the ability to transfer knowledge, respect for differences and diversity, and, above all, the ability to stimulate and cultivate the intellectual interest and enthusiasm of students. Supporting documentation for the evaluation of performance in teaching might include evidence drawn from such sources as the collective judgment of students, of student advisors, and of colleagues who have visited the faculty member's classes. It might also include analyses of course content, evaluation of products related to teaching such as textbooks or videotapes, the development or use of instructional technology and computer-assisted instruction, pedagogical scholarship in refereed publications and media of high quality, studies of success rates of students taught, or other evidence deemed appropriate and proper by each division.

- **Instructional load** - Consideration will be given to the number and nature of preparations, type of instructional modes utilized; number of teaching contact hours, involvement in off-campus instruction and/or continuing education programs, as well as supervision of students in independent or special topics courses or clinical and practicum experiences.

- **Innovations and improvements in instruction** - Consideration will be given to such items as development of new courses, development of primary or supplementary instructional materials, development of new teaching strategies, and/or contributions to improved curriculum and/or course design.

- **Responsiveness to student needs** - Consideration will be given to such items as availability to students, program academic advising, and/or career counseling.

**B. Professional Growth and Development**

Faculty members are expected to undertake a continuing program of studies, investigations, or creative works that are germane to their assignments. Professional growth and development activities include such items as acquiring additional credit in courses which broaden or strengthen the faculty member's area of expertise, participation in non-credit workshops, seminars or special lectures, attendance at professional meetings or conferences, membership in professional organizations, publication or original work, independent study, and/or other areas as determined by each division. Professional growth and development activities are weighted at 25% of the point value for performance-based pay increases.

**C. Service to the Institution and Community**

Service to the college includes contributions to the efficiency and effectiveness of the faculty member's division and college.
The evaluation of service should include assessments of the degree to which the service yields important benefits to the college, society, or the profession. Especially relevant is the extent to which the service meets the needs of clients, induces positive change, improves performance, or has significant impact on societal problems or issues. One important benefit of service to the college is faculty participation in the governance system. Service contributions considered for evaluation are those which are within a person's professional expertise as a faculty member, and performed with one's college affiliation identified. The definition of the nature and extent of acceptable service for purposes of promotion and tenure or renewal of a multi-year term appointment should be directly related to the faculty member's contractual obligations and may include:

- Contributions through divisional, faculty, college-wide, or state level committees; professional organizations; and/or community service related to discipline.
- Contributions to extra-curricular college activities, such as advisor to student organizations, cultural and/or entertainment activities, and/or community service projects.
- Contributions to institutional functions such as course scheduling, faculty recruitment and/or staffing, budget proposals and/or implementation, construction of grant proposals for funding by outside agencies (foundations, industry, federal government), student recruitment and/or placement, program articulation (within college and/or with other educational institutions), development of descriptive material for college catalog, divisional or college brochures, public relations activities, and/or coordination of special programs or activities.
- Contributions to professional development of others such as conducting workshops, seminars, special lectures or presentations to college staff, community groups, professional meetings, and/or conferences.
- Additional contributions determined by each division.

Service to the institution and community activities are weighted at 25% of the point value for performance-based pay increases.

V. CONTEXTS OF APPOINTMENT FOR TENURED OR TENURE-TRACK FACULTY

A faculty member is usually appointed without tenure.* Appointments can be made with or without credit for previous experience.

With Credit
Depending upon the amount of successful experience at the intended rank or the equivalent, up to three years credit toward tenure could be allowed, unless the candidate did not wish such credit. The maximum amount of credit that could be allowed, and a tentative critical year, would be identified in the letter of appointment. In such a circumstance, during the first year the faculty member could accept the identified critical year, or all or part of the possible allowable credit to be applied in his or her instance, at which point the critical year would be confirmed by the

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*Occasionally, appointment with tenure is possible. To be appointed with tenure, or to the rank of Professor, the individual must have been interviewed by the President during the interview process; the individual's curriculum vitae must be reviewed by the President; and a written request for tenure must be submitted by the division chairperson to the President.
Senior Vice President for Academic Affairs. Action earlier than the established critical year would not be considered. If, during the first year, the faculty member does not request modification of the tentative critical year identified in the letter of appointment, that year will become the recognized critical year. Exceptions to recognize unique situations are possible.

VI. REQUIRED PERSONNEL ACTIONS/TIMELY NOTICE

A personnel action is required each year for each faculty member. Such personnel actions include reappointment, promotion, tenure, or non-renewal.

In the case of a tenure-track full-time faculty member holding the rank of instructor, assistant professor, associate professor, or professor, the President shall give written notice concerning retention or non-retention as follows:

- By letter post-marked and mailed no later than March 1 of the first academic year of service.
- By letter post-marked and mailed no later than December 15 of the second academic year of service.
- By letter post-marked and mailed at least one year before the expiration of an appointment after two or more years of service in the institution.
- Notice of non-retention shall be mailed “Certified Mail-Return Receipt Requested.”

A tenure-track faculty member in the sixth year, or in the year determined to be the "critical" year, must be reviewed for tenure and must either be awarded tenure or given notice of termination of appointment and a one-year terminal contract. If a faculty member petitions successfully to bring the critical year forward and tenure is not awarded in that year, a one-year terminal contract will be issued. Under certain circumstances the critical year may be extended.

Time spent on a leave of absence normally shall not count when calculating years of service for a tenure-track faculty member. The faculty member may request that such time spent on scholarly activities apply toward years of service. The chief academic officer shall determine in advance of the leave whether such time will apply, and will make a recommendation to the President. Written notification of the decision to modify the critical year will be forwarded both to the faculty member and to the chairperson and will be added to the faculty member's personnel file.

VII. DISCRETIONARY PERSONNEL ACTIONS

Discretionary personnel actions are those which are not required to be taken at specific times, and may include the following (See also Section IV):

- Promotion in rank when the critical year does not apply;
- Renewal or non-renewal of contract for a non-tenure-track or term faculty member;
- Termination of the appointment of a tenured faculty member for cause (as defined in HEPC and CTC Series 9 and Board of Governors Policy B-2).
- Award of performance based salary increase.
A faculty member will be reviewed automatically in the critical year, unless the faculty member requests no review, in which case a one-year terminal contract will be issued. Otherwise, consideration of a faculty member for promotion is initiated by the faculty member. A faculty member whose application for promotion is unsuccessful must wait at least one full year after the decision is rendered before submitting another application, unless a critical-year decision is required.

Evaluations and recommendations for one's first promotion and/or tenure will be based primarily on one's contributions since appointment at West Virginia University at Parkersburg but may be based in part on work elsewhere for which years of potential credit have been identified in the letter of appointment. In the latter case, evidence of one's performance during the established years of credit should be included in the personnel file.

A faculty member holding the rank of Instructor may not apply for promotion to the rank of Assistant Professor until the third year of employment beyond the probationary year if on term appointment. Ordinarily, the interval between subsequent promotions will be at least five years. Promotions after the first promotion will be based on achievement since the previous promotion.

While tenure and promotion are separate actions, only in the most extraordinary circumstances may a person be granted tenure without already being at or above the rank of Assistant Professor. The granting of promotion does not guarantee the award of tenure in a subsequent year. Neither promotion nor tenure shall be granted automatically or merely for years of service.

VIII. FACULTY EVALUATION FILE

Evaluations and recommendations are to be based on both quantitative and qualitative evidence. A sampling of the primary evidence to be weighed must be contained in the faculty member's evaluation file. To it are added professional judgments as to the quality of the faculty member's teaching/service to students, professional growth and development, and service to the institution and community, as applicable. Evaluation committees, division chairs, Senior Vice President, or the president may request additional materials related to the evaluation review during the review process.

An official faculty file shall be established and maintained for each faculty member to be housed in the respective division office. Files for division chairs will be housed in the Senior Vice President for Academic Affairs’ office. In principle, the record in the file should be sufficient to document and to support all personnel decisions.

The faculty member's file should contain, at the minimum, the following items:

- The letter of appointment and other documents which describe, elaborate upon or modify one's assignment, including position description, work plans, memoranda of understanding and subsequent letters of agreement.
- An up-to-date curriculum vitae containing a) critical dates relative to education, employment, change in status, promotion, leave of absence, etc.; b) documented evidence of scholarship and professional development or growth; c) a list of service activities.
• For faculty with multiple reporting lines, each supervisor will provide an evaluation of the individual's performance.
• A copy of past annual evaluations and any written responses. The annual report should include for each semester or term since appointment or last promotion, a record of classes taught and enrollments in each, clinical assignments, significant committee assignments, and other aspects of the faculty member's plan of work. Each unit may design a simple annual reporting form ("productivity report") appropriate to the work assignments in that unit for use by all members of the unit, including the chairperson. The annual report may also include all other information that bears upon the quality of the faculty member's performance in all pertinent areas. This information may include, but need not be limited to, teaching evaluations, professional presentations, published materials, grant applications and awards, other creative scholarship, and service to the college. A self-evaluative statement by the faculty member is strongly encouraged.
• Other information and records that the chairperson or Senior Vice President for Academic Affairs may wish to include. Faculty members must be informed of such additions and may include written responses to such material.

The Senior Vice President's Office will periodically issue more detailed instructions for the development and maintenance of faculty personnel files. Those requirements may be supplemented or elaborated by college or division procedures.

IX. COMPLETION OF AND ACCESS TO THE FILE

The faculty personnel file shall be updated in a timely manner according to the calendar accompanying this document. On the appropriate deadline date, the file shall be closed for the review period. Only such materials generated as a consequence of the faculty evaluation or requested by the reviewers shall be added to the file after the deadline date. Additional requests for materials during the review process should be made to the Senior Vice President for Academic Affairs.

Faculty members have the right of access to their evaluation files at any time during regular office hours, without giving reasons. All others shall have access to the file only on the basis of a need to know. Members of a faculty evaluation committee, hearing panel, or administrative officers responsible for personnel recommendations are assumed to have a need to know. The appropriate administrative officer shall determine what material is necessary to fulfill the need to know. All persons will treat the material from the file as confidential. The security of all personnel files is to be assured. The confidentiality of each file is to be respected, except under legal subpoena.

X. ANNUAL EVALUATIONS

A. General Description

The performance of individual faculty members is evaluated annually throughout their career at West Virginia University at Parkersburg. These written evaluations, which are required for all full-time and continuing part-time faculty members, provide individuals with a written record of
past performance, accomplishments and continuing expectations, an ongoing critique of strengths and weaknesses, and documents that support recommendations and decisions concerning reappointment, retention, promotion, and tenure as well as program assignments, sabbatical and other leaves of absence, and performance-based salary increases. The primary purpose of these annual evaluations is to assist individual faculty members in developing their talents and expertise to the maximum extent possible, and in promoting continuing productivity over the course of their careers, consistent with the role and mission of the college. The specific nature and purpose of a faculty member's annual review may vary; however, in accordance with the type of appointment, rank, and, where appropriate, tenure or term status.

The evaluation procedures may be found in Section XI. Annual evaluation for all faculty, whether tenure-track, tenured, or term, will be conducted at the division level by the chair and the faculty evaluation committee based on documentation in the personnel file (see Section VIII). Written evaluations will be forwarded to each faculty member and to the Senior Vice President for Academic Affairs, who may provide an evaluative statement.

The annual evaluation should be related to one's assignment and performance, and should be both formative and summative. The resultant annual assessment will be used to guide the faculty member in areas in which improvement may be needed, and, if positive, as a basis for performance based salary adjustment contingent upon the availability of funds for this purpose. The annual evaluation also provides the opportunity to develop changes in responsibilities that reflect the strengths of the individual and the needs of the college.

B. Specific Applications

1. Tenure-Track Faculty

Tenure-track faculty are those who are in a tenure-track appointment but are not yet tenured. For these persons, the annual evaluation provides an assessment of performance and develops information concerning the faculty member's progress toward promotion and tenure. It communicates areas of strength and alerts the faculty member to performance deficiencies at the earliest possible time. Any concerns held by the evaluators regarding the faculty member's performance should be stated in the written evaluation, which is intended to enhance the faculty member's chances of achieving promotion and tenure.

In one's first review, limited evidence of the faculty member's progress will be available. For that review, material in the file such as reports by colleagues on one's teaching/service to students and information on one's activities in professional growth and development and service to the institution and community are useful in order to assess progress. As one moves through the tenure-track period, annual evaluations will focus increasingly on the successful outcomes of one's activities rather than simply on the activities themselves.

While the absence of negative annual evaluations does not guarantee the granting of tenure, these evaluations should apprise tenure-track faculty members of performance deficiencies. Occasionally, the evaluations will result in termination of the individual's appointment, sometimes prior to the critical year, and, where appropriate, terminal contracts; in these cases, notice shall be given in accordance with HEPC and CTCS Series 9 and Board of Governors Policy B-2.
2. Tenured Faculty, Not Fully Promoted

The annual evaluation of faculty who are tenured, but not fully promoted, will generally emphasize both quantitative and qualitative progress toward the next appropriate rank. While not all faculty will attain the highest possible rank, annual evaluations should guide faculty toward that achievement.

3. Tenured Faculty, Fully Promoted

Promotion to the highest rank requires a consistent record of achievement at a level that indicates many strengths and few weaknesses. Consequently, the primary purpose of evaluating faculty at these ranks is to describe their performance in the context of appropriate expectations, an important factor in performance-based salary adjustments. The annual evaluation process is also used to encourage faculty members to continue to perform at exemplary levels.

4. Non-Tenure Track Full-Time Temporary Faculty

Evaluation of faculty who are not eligible for tenure may emphasize different criteria from those applied to other faculty. Annual evaluations will be based on assignments as described in the letter of appointment and subsequent documents, and will focus primarily on strengths and weaknesses, on the best use of one's talents to meet the unit's needs, and on specific recommendations for improvement and professional development. Non-renewal of grants or other external funds may result in non-renewal of contracts, in spite of positive evaluations. Non-tenure track temporary faculty hold appointments which are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments. Non-tenure track temporary faculty appointments are only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment.

5. Full-Time Term Faculty

Evaluation of term faculty will occur as part of the annual review process. The annual review file will be reviewed by the division committee, division chair, college-wide committee and chief academic officer. At each level of review an unequivocal recommendation for or against reappointment will be made along with a recommendation for or against promotion if an application for promotion was submitted. Material in the file should include evidence of one's teaching/service to students, professional growth and development, and service to the institution and community.

6. Full-Time Instructional Specialists

Evaluation of full-time instructional specialists will be outlined in the appointment letter upon initial hire.

7. Part-Time Faculty
Evaluation of continuing part-time (less than 1.00 FTE) faculty will be based on assignments as described in the letter of appointment and subsequent documents, and will focus primarily on strengths and weaknesses, on the best use of one's talents to meet the unit's needs, and on specific recommendations for improvement and professional development. Occasional part-time faculty should receive periodic reviews that are appropriate to their assignment.

C. Descriptors for Annual Review

The annual review of one's performance in each of the mission areas to which one is assigned shall be assessed as:

- Excellent [characterizing performance of high merit],
- Good [characterizing performance of merit],
- Satisfactory [characterizing performance sufficient to justify continuation but not sufficient to justify promotion or tenure], or
- Unsatisfactory.

Based on these descriptors, a faculty member with a preponderance of "satisfactory" or "unsatisfactory" ratings, particularly in an area in which a significant contribution is required, would not qualify for promotion or tenure.

The assessments provided by annual reviews should be a basis for those periodic recommendations forwarded to the President which relate to promotion, tenure, or negative action. Positive recommendations for promotion, tenure, or renewal of multi-year term appointment should be supported both (a) by a series of annual reviews above the "satisfactory" level and, (b) beyond those reviews, by performance which is judged to meet the more rigorous standard of significant contributions.

XI. CRITERIA FOR PROMOTION, PERFORMANCE BASED SALARY INCREASE, OR TENURE

At West Virginia University at Parkersburg, recommendations for tenure, performance based salary increase, promotion in rank, or renewal of term appointment (for tenure track or term faculty) are based on three broad categories: teaching/service to students, professional growth and development, and service to the institution and community. Because teaching is recognized as the faculty member's primary responsibility, the area of service to students is given the greatest weight when considering candidates for tenure, performance based salary increase, or promotion.

In order to be recommended for tenure, performance based salary increase or promotion, a faculty member normally will be expected to demonstrate significant contributions. The baseline expectations for satisfactory performance in these three areas are described below:
### TEACHING/SERVICE TO STUDENTS

<table>
<thead>
<tr>
<th>Effectiveness of instruction</th>
<th>Student evaluations included and are generally positive. Personal reflections are included for teaching evaluations and for other means of assessing effectiveness of instruction.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional load</td>
<td>Faculty teach assigned number of classes as indicated in appointment letter. A copy of the posted office hours and teaching schedule is included.</td>
</tr>
<tr>
<td>Innovations and improvements in instruction</td>
<td>Teaching includes evidence of a variety of teaching modes. Course content is aligned with the objectives of the Uniform Course Syllabi</td>
</tr>
<tr>
<td>Responsiveness to students’ needs</td>
<td>Faculty spend a minimum of five hours weekly advising students. Efforts to make contact with assigned advisees are documented.</td>
</tr>
<tr>
<td>Particular and special departmental responsibilities for instructional purposes</td>
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### PROFESSIONAL GROWTH AND DEVELOPMENT

<table>
<thead>
<tr>
<th>Graduate credit courses</th>
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<tbody>
<tr>
<td>Participation in seminars and special lectures at WVU Parkersburg.</td>
<td>Documentation of attendance at WVU Parkersburg professional development offerings.</td>
</tr>
<tr>
<td>Participation in professional development seminars or conferences in discipline</td>
<td>Documentation of attendance at workshops.</td>
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<tr>
<td>Membership in professional organizations</td>
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<tr>
<td>Publications, lectures, and papers presented.</td>
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<tr>
<td>Special professional independent study</td>
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<tr>
<td>Participation in seminars, workshops and conferences relative to the application of technology in teaching</td>
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</table>
### SERVICE TO INSTITUTION AND COMMUNITY

<table>
<thead>
<tr>
<th>Contribution through committees</th>
<th>Belongs to two committees (college-wide or division)</th>
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<tbody>
<tr>
<td>Contributions to extra-curricular activities</td>
<td>Attends two college-wide events.</td>
</tr>
<tr>
<td>Contributions to institutional functions</td>
<td>Participates in division-level curriculum development.</td>
</tr>
<tr>
<td>Contributions to professional development of others</td>
<td></td>
</tr>
<tr>
<td>Consulting services to community business, industry, and organizations</td>
<td></td>
</tr>
<tr>
<td>Membership on community boards, councils and organizations directly related to professional teaching field(s)</td>
<td></td>
</tr>
</tbody>
</table>

The criteria for tenure, performance based salary increase, promotion or renewal of term appointment (for tenure track or term faculty) are as follows:

1. Teaching/Service to Students
2. Professional Growth and Development
3. Service to the Institution and Community

Promotion shall mean an advancement in rank according to the following sequence: (1) Instructor; (2) Assistant Professor; (3) Associate Professor; and (4) Professor. Such advancement shall carry all the rights and privileges accorded to that rank by the institution. It is recognized that a first promotion (from Instructor to Assistant Professor) is a necessary step to the acquisition of tenure and that such promotion normally may be based upon somewhat less stringent evidence of merit than is the case for an award of tenure or further promotions to the ranks of Associate Professor or Professor. The criteria for tenure or promotion to the ranks of Associate Professor and Professor will be applied with equal stringency.

The decision to accept a recommendation for or against retention or the awarding of tenure shall rest on both the current and projected program needs and circumstances of the division and college and on the strengths and limitations of the faculty member as established in the annual evaluation process.

A full-time or part-time assignment to an administrative position or to a unit other than the one in which the faculty member holds or seeks tenure does not carry with it an automatic modification of criteria for promotion or tenure. A faculty member who accepts such an assignment, and who
seeks promotion or tenure, should have a written agreement concerning both status and expectations within the division in which the locus of tenure resides. Such an agreement must be approved by the Senior Vice President for Academic Affairs and by the President.

XII. EVALUATION PROCESS

Evaluations of the credentials of faculty can be carried out at three levels of college organization: division evaluation committee, division chair, college-wide evaluation committee (for promotion, tenure, or renewal of a multi-year term appointment); Senior Vice President for Academic Affairs (for promotion, tenure, and/or renewal of a multi-year term appointment); and president. When appropriate, a judgment is made at each of these levels by a faculty committee and by the administrative officer of the respective unit. The goals of the college's affirmative action program are to be taken into account at each stage of the review process. Faculty members should neither initiate nor participate in institutional decisions involving a direct benefit (initial appointment, retention, annual evaluation, promotion, performance based salary increase, salary, leave of absence, etc.) to members of their immediate family or household.

All recommendations for faculty in their critical year will be forwarded through the complete review process. Recommendations for non-retention or a terminal appointment automatically receive review at all levels.

A. Division Level

Each division shall have a faculty evaluation committee, normally consisting of a minimum of three members. If there are not three eligible persons in a division, or if a candidate serves in two or more divisions, the candidate may nominate additional faculty members from other divisions to complete the division committee. Such nominations would be provided to the faculty member’s division chair. Neither the chairperson of the division nor any member of the college faculty evaluation committee shall be a member of the division faculty evaluation committee.

A person who is under consideration for promotion and/or tenure should not serve on the division committee reviewing his/her personnel file. A majority of those voting on tenure recommendations must be tenured faculty. The division committee will prepare a written evaluation for each faculty member, together with an unequivocal recommendation for or against retention, the award of tenure and/or promotion. The written evaluation must be signed by all members of the committee, dated, and forwarded to the division chairperson. The total number of positive and negative votes must be recorded. Committee members may include minority statements in the recommendation.

The chairperson will review the evaluation files of each faculty member in the division and shall review the committee’s evaluations and recommendations. The chair shall then make an assessment, in writing, with unequivocal recommendations for or against retention, the award of tenure, promotion, and/or renewal of a multi-year term appointment for each faculty member. In a recommendation for tenure, the chairperson shall take into account the long-range staffing pattern of the division, including the division’s affirmative action goals. The faculty member shall be informed in writing by the chairperson of the evaluations and recommendations of both the
division committee and the chairperson. Copies of all written statements shall be placed in the faculty member's file.

If the faculty member receives a positive recommendation for promotion, tenure, and/or renewal of a multi-year term appointment from either the division committee or chairperson, the file is submitted for review at the college level. If both such recommendations are negative, the file is submitted to the Senior Vice President for Academic Affairs for information. Recommendations for performance based salary increase awards will also be forwarded to the Senior Vice President for Academic Affairs.

A faculty member may include a rebuttal to the divisional evaluations for review at the next level. The rebuttal must be forwarded to the Senior Vice President for Academic Affairs within five (5) working days of receipt of the evaluations.

A faculty member may petition the Senior Vice President for Academic Affairs for a review of negative divisional recommendations (i.e., when both the division committee and the division chairperson render negative recommendations). The petition should reach the Senior Vice President for Academic Affairs within five (5) working days following receipt of notification of the negative recommendations. The Senior Vice President for Academic Affairs shall forward the petition to the college evaluation committee as a matter of course for its recommendation.

B. College Level

The college faculty evaluation committee shall not include any person who is under consideration for promotion and/or the award of tenure. A majority of those voting on tenure recommendations must be tenured faculty. The method of selection of members is at the discretion of the Senior Vice President for Academic Affairs. No faculty member should serve on both a division and college committee and no chairperson should serve on the college committee.

The college faculty evaluation committee will review divisional evaluations forwarded by the Senior Vice President for Academic Affairs. The committee will prepare a written evaluation in each case, together with an unequivocal recommendation for or against tenure and/or promotion, as applicable. The written Executive evaluation must be signed by all members of the committee, dated, and forwarded to the Senior Vice President for Academic Affairs. The total number of positive and negative votes must be recorded. Committee members may include a minority statement in the recommendation.

The Senior Vice President for Academic Affairs will review evaluations and recommendations from the division and the college faculty evaluation committees, and make an assessment, in writing, with unequivocal recommendations for each faculty member. The faculty member shall be informed, in writing, by the Senior Vice President for Academic Affairs of the evaluations and recommendations of both the college committee and the Senior Vice President for Academic Affairs. Copies of all written statements shall be placed in the faculty member's file.

If either the college faculty evaluation committee or the Senior Vice President for Academic Affairs supports a positive recommendation for a faculty member, the faculty file, including both division and college recommendations is forwarded to the President.
A faculty member may include a rebuttal to the college-level recommendations for review at the next level. A rebuttal must be forwarded to the President within five (5) working days of receipt of the recommendations.

A faculty member may petition the President for a review of negative recommendations from the college level (i.e., when both the college committee and the Senior Vice President for Academic Affairs render negative decisions). The petition should reach the President within five (5) working days of receipt of notification by the Senior Vice President for Academic Affairs of negative recommendations at the college level.

The Senior Vice President for Academic Affairs has the responsibility for determining whether all committee evaluations have been conducted fairly within the college and for assuring that comparable norms are applied in like units.

Recommendations by the Senior Vice President for Academic Affairs for tenure must be accompanied by a statement indicating how the proposed tenuring of a probationary faculty member will affect the long-range staffing pattern of the division and/or college, taking into account expected attrition, accreditation, affirmative action goals, budgetary limitations, and the need for flexibility.

The Senior Vice President for Academic Affairs will review the decisions of the division evaluation committees and division chairs relative to performance based salary increase awards to ensure that the annual review criteria have been applied fairly and consistently.

C. President Level

1. Decisions on promotion and tenure recommendations will be made by the President after review of the recommendations by the divisions, the college, and their administrators.

2. The President or designee will report the decisions to the Board of Governors. Such report will indicate the number of decisions as well as the individuals receiving positive action, and will verify that the appropriate standards and guidelines have been met.

3. The faculty member and the Senior Vice President for Academic Affairs will be notified in writing of the decision rendered by the President.

D. Negative Decisions

1. Tenure Denied; Non-retention; or Termination During Tenure-Track Period

A faculty member may request from the President within ten (10) working days of receipt of the notice from the President of non-retention or termination during the tenure-track period, the reasons for the decision (Section 10.10 of HEPC/CTCS Series 9). Within ten (10) working days of the receipt of the reasons, the faculty member may appeal the decision by filing a grievance with the President as the immediate supervisor for these purposes by using WV Code §29-6A, in accordance with Section 15 of HEPC/CTCS Series 9.

2. Promotion Denied; Other Personnel Decisions
A faculty member desiring to appeal a decision on promotion or other personnel decisions not included above may appeal by using WV Code §29-6A, as described in HEPC and CTCS Series 9. The appeal should reach the office of the President within ten (10) working days after receipt of the written decision.

XIII. DEADLINES FOR ANNUAL REVIEW

A. Evaluation of First Year Faculty Members:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>First working day in January</td>
<td>Deadline for updating personnel file.</td>
</tr>
<tr>
<td>January 15</td>
<td>Deadline for division committee reviews to be forwarded to the respective division chairperson.</td>
</tr>
<tr>
<td>February 1</td>
<td>Deadline for chairpersons to forward division reviews to the Senior Vice President for Academic Affairs.</td>
</tr>
<tr>
<td>February 14</td>
<td>Deadline for review by the Senior Vice President for Academic Affairs to be forwarded to the President.</td>
</tr>
<tr>
<td>March 1</td>
<td>Deadline for the President to give written notice of termination to faculty members in their first year of academic service at WVUP.</td>
</tr>
</tbody>
</table>

B. Evaluation of Second Year Faculty Members in a Tenure-Track Position:

Second year faculty are entitled to notice of non-retention on or before December 15 of the second year of employment. In order to meet this deadline, Option 1 should be followed.

A division chairperson may choose, with written consent of the faculty member, to evaluate that faculty member according to Option 2. Under Option 2, it is to be understood that the faculty member would be entitled to a one-year terminal contract for the third year, if the college decides on non-retention.

Review procedures are the same for Option 1 and Option 2 for second year faculty.

Option 1

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 15</td>
<td>Deadline for updating personnel files.</td>
</tr>
<tr>
<td>November 1</td>
<td>Deadline for division committees to forward reviews to respective division chairpersons.</td>
</tr>
<tr>
<td>November 15</td>
<td>Deadline for chairpersons to forward division reviews to Senior Vice President for Academic Affairs.</td>
</tr>
</tbody>
</table>
November 30  Deadline for review by the Senior Vice President for Academic Affairs to be forwarded to the President.

December 15  Deadline for the President to give written notice of termination to faculty members in their second year of service at WVUP.

Option 2

Same calendar as described in Section C, below.

C. Evaluation of Probationary Faculty Members with Two or More Years of Service at WVUP and Others for Whom Action is Recommended (Tenure or Promotion or Renewal of Multi-Year Term Appointment)

First working day in January  Deadline for updating personnel files.

January 21  Deadline for reviews by division committees to be provided to the respective division chairs.

February 7  Deadline for division reviews by committee and chairperson to be forwarded to the Vice President for Academic Affairs for review at the college level.

February 28  Deadline for reviews by the college committee to be provided to the Senior Vice President for Academic Affairs.

March 15  Deadline for college review by committee and the Senior Vice President for Academic Affairs to be forwarded to the President.

May 15  Deadline for the President to give written notice of promotion, tenure, renewal of multi-year term appointments, or of termination to non-tenured faculty members with nine-month appointments who have completed more than two years of service.

D. Annual Review Evaluations for All Other Faculty

This calendar is used for faculty members who are not probationary and who are not being considered for promotion or tenure. It should also be used for faculty for whom emeritus status or performance-based salary increase will be recommended.

First working day in January  Deadline for updating personnel files.

February 1  Deadline for reviews by division committees to be provided to the respective division chairs.

March 1  Deadline for chairpersons to forward division reviews to the Senior Vice President for Academic Affairs.
April 1  Deadline for evaluations to be completed at the Senior Vice President for Academic Affairs' level and for performance based salary increase recommendations and nominations for Emeritus Status to be forwarded to the President.

E. Recommendations for Sabbatical Leave (See Answer Book #IV-1A):

January 15  Deadline for chairpersons to forward sabbatical leave recommendations to Senior Vice President for Academic Affairs.

February 1  Deadline for Senior Vice President for Academic Affairs to forward recommendations for sabbatical leaves to the President.

February 28  Deadline for President to Communicate decisions on sabbatical Leaves.

F. Notes

These deadlines serves for evaluating all faculty, including those with non-tenure-track or part-time status. However, only those evaluations of first and second year tenure-track faculty members, evaluations for promotion, tenure, termination, and Emeritus status, or recommendations for sabbatical leave need to be forwarded to the President. However, the President may review all faculty files annually at his or her prerogative.

When a deadline falls on an official holiday or weekend, materials will be due by the end of the previous business day.

Deadlines for the President to give written notice refer to deadlines by which letters must be post-marked.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 15</td>
<td>Second-year faculty update personnel files (Option 1)</td>
</tr>
<tr>
<td>November 1</td>
<td>Division committees forward reviews of second-year faculty to respective division chairs</td>
</tr>
<tr>
<td>November 15</td>
<td>Division chairs forward reviews of second-year faculty to Senior Vice President for Academic Affairs</td>
</tr>
<tr>
<td>November 30</td>
<td>Senior Vice President for Academic Affairs forwards reviews of second-year faculty to President</td>
</tr>
<tr>
<td>December 15</td>
<td>President gives written notice of termination to faculty members in their second year of service (Option 1)</td>
</tr>
<tr>
<td>First working day in January</td>
<td>Faculty update personnel files (all except second-year faculty, unless utilizing Option 2)</td>
</tr>
<tr>
<td>January 15</td>
<td>Division committees forward reviews of first-year faculty to respective division chairs Division chairs forward sabbatical leave recommendations to the Senior Vice President for Academic Affairs</td>
</tr>
<tr>
<td>January 21</td>
<td>Division committees forward reviews for promotion/tenure to respective division chairs</td>
</tr>
<tr>
<td>February 1</td>
<td>Division committees forward reviews for retention, performance based salary increase, and Emeritus Status to respective division chairs Division chairs forward reviews of first-year faculty to the Senior Vice President for Academic Affairs Senior Vice President for Academic Affairs forwards recommendations for sabbatical leaves to the President</td>
</tr>
<tr>
<td>February 7</td>
<td>Division chairs forward division reviews for promotion and tenure to the Senior Vice President for Academic Affairs for review at college level</td>
</tr>
<tr>
<td>February 14</td>
<td>Senior Vice President for Academic Affairs forwards reviews of first-year faculty to President</td>
</tr>
<tr>
<td>February 28</td>
<td>College Committee forwards promotion/tenure reviews to the Senior Vice President for Academic Affairs President communicates sabbatical leave decisions</td>
</tr>
<tr>
<td>March 1</td>
<td>Division chairs forward reviews for retention, performance based salary increase, and Emeritus Status to Senior Vice President for Academic Affairs President gives written notice of termination to faculty members in their first year of academic service</td>
</tr>
<tr>
<td>March 15</td>
<td>Senior Vice President for Academic Affairs forwards promotion/tenure reviews to the President</td>
</tr>
<tr>
<td>April 1</td>
<td>Senior Vice President for Academic Affairs completes evaluations of all other faculty and forwards recommendations for performance based salary increase and nominations for Emeritus Status to President</td>
</tr>
<tr>
<td>May 15</td>
<td>President gives written notice of promotion or tenure, renewal of multi-year term appointment, or of termination to non-tenured faculty who have completed more than two years of service</td>
</tr>
</tbody>
</table>