Department of Elementary and Bilingual Education
Department Personnel Standards

To be used beginning in the 2011-2012 year.
I. Preface

The Department of Elementary and Bilingual Education (hereafter called "the Department") is committed to providing the highest quality programs possible that meet the evolving needs of our students, community, and region. The Department is also committed to the preeminence of learning with an emphasis on establishing an environment where learning, and creation and dissemination of knowledge are central to everything we do. We also believe that education—teaching in all its forms—is the primary task of higher education today. The Department recognizes that the key to quality programs and effective learning environments is the instructional faculty. Therefore, the Department seeks to promote excellence in learning through contributions in the areas of teaching, scholarly and creative activities, and service to the Department and its programs, the College of Education (hereafter called "the College"), the University, the profession and the community. The Department proposes a personnel document consistent with the Mission and Goals of the University, which recognizes the unique nature of our programs as being linked to the community that we serve and which also responds to the multiple roles of the faculty.

The Department will institute the following procedures designed to assess the Portfolio and Appendices for the purposes of retention, tenure and promotion. The Department faculty take the position that the evaluated faculty members and the evaluating and reviewing bodies will be aided in their respective roles by having available as clear and objective a statement of the Department's expectations as is reasonably possible. Furthermore, the Department faculty specifically affirm their position that the best interests and needs of students are served when the faculty represent a wide diversity of interests and activities creating a "mosaic of talent." We intend to recognize the full range of faculty talent and the great diversity of the functions higher education must perform.

II. Faculty Responsibilities

As tenure track and tenured employees of CSU Fullerton, Department faculty are expected to meet professional responsibilities as they apply to the needs of the Department. These include:

- holding established office hours at regular times and places,
- participating in Department academic advising procedures and Multiple Subject Credential Program student interviews,
- submitting required paperwork on time,
- participating in commencement activities,
- participating in search activities,
- attending faculty meetings, and
- upholding their professional responsibilities per UPS 230.000, 230.010, 240.000, 240.100, and 240.200.
Department faculty are expected to meet professional responsibilities as they apply to teaching, scholarship, and service. In the area of teaching, these responsibilities include:

- preparing course syllabi (e.g., familiarity with UPS 300.004 and UPS 411.104),
- meeting classes,
- assigning readings and class projects where appropriate,
- preparing exams, and
- evaluating student performance.

In the area of scholarly and creative activities, faculty are expected to engage in activities that will enhance the overall mission of the professorate. For example:

- expanding knowledge,
- applying knowledge to consequential problems in education,
- adding to the research base in the faculty member’s related field, and
- advancing the reputation of the University.

In the area of professional, University, and community service, these responsibilities include:

- contributing to the advancement of the field,
- increasing opportunities for students in the discipline,
- contributing to committee assignments,
- attending events or completing activities as assigned by either the Department chair or the dean or associate dean of the College, and
- contributing to the community in general through service activities.

In cases when there is a preponderance of evidence that notes that a faculty member has not met the professional responsibilities as they apply to the needs of the Department, this evidence may be placed in the file (usually by the Department chair or College dean), prior to the file being declared “complete” and considered in the retention process. (See Article 11 of Collective Bargaining Agreement and note Article 11.4 that a faculty member must be notified of, and given a copy of, any materials five days prior to the placement of materials in the Portfolio. The faculty member has the right to rebut the materials.)

III. Theme of the Department of Elementary and Bilingual Education

**Equity and Excellence** – We are committed to uphold the ideals of respect for the dignity and inherent worthiness of each person. We value all aspects of human development and emphasize the diverse gifts, needs, and interests of each learner. We embrace and are committed to the inclusion of multiple perspectives, voices, cultures, languages, values and knowledge. We develop and model varied learning and teaching methodologies in our classes.

**Community and Social Change** – We are committed to developing reflective and ethical leaders with a global perspective. Through reflective practices and a focus on
lifelong learning, we prepare students to act as change agents as they influence decision making in schools and communities.

**Knowledge and Wisdom** – We are committed to a philosophy of preparing educational leaders through a course of study that bases practice upon knowledge of current research in curriculum and instruction. We further embrace the notion of knowledge being acquired through a variety of past and current experiences, methods and processes such as curiosity, critical thinking, and self-reflection.

**IV. Role of the Chair, Department Personnel Committee, Dean, and Faculty Personnel Committee**

With respect to the personnel process, the roles of the Department chair, Department Personnel Committee, College dean, and Faculty Personnel Committee are as defined in UPS 210.000. In addition, the Department chair and Department Personnel Committee shall evaluate the personnel files of part-time faculty as consistent with UPS 210.060, and the Department chair, Department personnel committee, and College dean shall evaluate the personnel files of full-time temporary lecturers as consistent with UPS 210.050.

**V. General Guidelines**

**A. Prospectus**
Per UPS 210.000, during the first year of employment in a tenure-track position, each probationary faculty shall write a prospectus with three sections for teaching, scholarly and creative activities, and service, not to exceed 500 words each. These narratives shall describe the faculty member’s professional goals, areas of interest, resources required and accomplishments (s)he expects to achieve in each of the three areas evaluated in order to meet the department standards and UPS 210.000 for retention, tenure, and promotion. The narratives shall relate clearly to these Department personnel standards, University personnel standards, and the position description under which the faculty member was appointed. If provided, a mentor will be encouraged to provide guidance, advice, and support to the probationary faculty member during the preparation and revision of the prospectus. The prospectus will have no formal approval process, but will be reviewed by the Department chair and the dean who will each provide written feedback on a timetable to be determined by the College, but prior to May 1st. The prospectus shall be included with the self assessment narratives in the faculty member's Portfolio that is submitted for retention review during the second year in the tenure track position.

During subsequent years, the prospectus may be revised to reflect changes and professional growth that will normally occur during the probationary period.

**B. Preparation and Submission of the Portfolio and Appendices**
It is the responsibility of each probationary faculty member to prepare the
required information and documentation for the Portfolio and Appendices and to
deliver the Portfolio and Appendices to the Department chair in accordance with
the governing timetable. Probationary faculty members are urged to attend the
workshops held by the University Faculty Personnel Committee at the beginning
of each fall semester and College personnel workshops and to seek assistance
from colleagues.

C. Organization and Documentation in the Portfolio and Appendices
The Portfolio and Appendices shall be organized by the faculty member in
conformity with the standard table of contents as specified by UPS 210.000. All
items listed in the Portfolio and Appendices shall be appropriately documented. A
portfolio vita shall be included and citations shall follow American Psychological
Association (APA) guidelines. The Student Opinion Questionnaire (SOQ) forms
shall be added by the Department chair. UPS 210.000 requires Department chairs
to declare the Portfolio and Appendices complete.

VI. Criteria and Weighing for the Retention, Promotion, and Tenure of Full-time
Faculty

The Department of Elementary and Bilingual Education recognizes the importance of
teaching, scholarly and creative activities, and service as vehicles to give meaning to the
essence of scholarship.

A. Criteria for Teaching Performance
The primary mission of the Department of Elementary and Bilingual Education
faculty is teaching. Evaluation of teaching performance will be based on the
following UPS 210.000 guidelines:

1. Pedagogical Approach and Methods
The primary objective of pedagogy is to help students to learn. The narrative and
supporting documents of teaching performance shall address those factors that
contribute to effective pedagogy including the following: (1) philosophy of
teaching; (2) the appropriateness of the breadth and depth of course content; (3)
the currency of the topics and relevancy of course syllabi, materials, and
activities; (4) the effectiveness and fairness of assessment and grading procedures;
and (5) future teaching goals. If relevant, the faculty member shall include
additional workload activities such as coordinating programs, grant
administration, and other assignments related to teaching.

2. Student Response to Instruction
Student Opinion Questionnaires contribute to the evaluation of a faculty member's
teaching effectiveness. However, they shall not be used by any level of evaluation
as the sole measure of teaching effectiveness. Patterns of objective responses and
written comments obtained in different courses over several semesters shall be
considered more informative than isolated, individual comments. The faculty
member shall provide a narrative of teaching performance that addresses student
ratings and comments and his or her efforts to improve or maintain teaching performance.

3. Expectations Regarding Student Achievement
Faculty members are expected to maintain high standards regarding student achievement in all courses taught. The faculty member shall address the evidence in the Portfolio and Appendices relating to academic standards including summaries of grades awarded in each class taught. Criteria for assessment and grading shall be included in the faculty member’s narrative.

4. Ongoing Professional Development as a Teacher and in the Discipline
Each faculty member is expected to show evidence of an ongoing program to maintain and improve his or her teaching effectiveness. This program shall include self-assessment of teaching objectives and methods and student achievement, participation in pedagogical seminars and workshops, and familiarity with the pedagogical literature in the faculty member’s discipline. When specific weaknesses have been identified in prior evaluation(s), the faculty member shall include in the Portfolio specific plans to remedy these weaknesses. All faculty are expected to maintain currency in their disciplines by conference participation and/or interaction with their colleagues. Scholarly and creative activities are expected to be reflected, as appropriate, in teaching methods and student participation in collaborative research and creative undertakings.

B. Mandatory Indicators for Teaching Activities

1. Based on UPS 210.000 Guidelines
   To be placed in the Portfolio:
   a. Narrative and Self-Assessment of Teaching Performance
   b. Teaching Assignments
   c. Statistical Summaries of Student Opinion Questionnaires
   d. Statistical Summaries of Grade Distributions – The university statistical breakdown of the grade distribution of each semester shall be provided and compared to the Department mean.
   To be placed in the Appendices:
   e. Course Syllabi & Materials
   f. Student Opinion Questionnaire Forms.
      Note: Original forms may not be available for courses evaluated online. Faculty are required to submit the summary forms and original Student Opinion Questionnaires, when available.

2. Additional Department Evidence (as selected by faculty)
   a. class visitations and reviews by colleagues
   b. evidence of professional development related to teaching and learning within the discipline
   c. mentoring students and faculty
d. new course proposals or revisions to current courses  
e. innovative teaching  
f. collaborative teaching  
g. any other teaching related information or materials germane to higher education teaching effectiveness  
h. additional assessment and feedback from students  
i. awards and honors related to teaching

Successful Portfolio and Appendices contain all of the mandatory indicators and a balance of additional evidence.

C. Description of Mandatory Indicators (Shall be listed in the Portfolio Table of Contents)

1. **A Narrative and Self-Assessment of Teaching Performance** is a written discussion (no more than 1000 words) documented by supporting evidence of the faculty member’s performance in teaching. It shall include the following: (a) a discussion of the faculty member’s teaching philosophy and pedagogical methods as they relate to course topics, assignments and pedagogical techniques; (b) a reflection on student ratings and written comments on SOQ forms; (c) expectations of student performance; and (d) a reflective review of the faculty member’s ongoing development as a teacher and in the discipline.

2. **Teaching Assignments** are a semester-by-semester listing of all courses taught throughout the period of review. The list shall include the Department name, the course name and number, the number of students enrolled, and the unit value.

3. **Course Syllabi and Materials** are a representative selection of course syllabi and additional materials used by the instructor to facilitate his/her teaching. This is where faculty provide evidence of effective pedagogy, high expectations for students, and knowledge of the discipline. Tests, study aids, student work samples and other materials such as advanced organizers, video technology, innovative strategies, computer-aided instruction, etc., may also be included in the appendix. Because of the importance of collaborative work in our field, sharing of strategies and best teaching practices are encouraged. Emphasis shall be placed on how faculty members implement these strategies successfully in each course.

4. **Statistical Summaries of Student Opinion Questionnaire (SOQ) Forms.** The University-provided statistical summaries for two or more courses annually shall be included. The selection of courses for evaluation shall be made in consultation with the Department Chair prior to the start of the semester. If data are missing, a written explanation shall be provided and verified by the College dean or Department chair. If service credit was given, data on student ratings and comments from all years for which credit was given are to be included.
5. **Original Student Opinion Questionnaire (SOQ) Forms.** The Department chair will add the forms to the Appendices. Note: Original forms may not be available for courses that are evaluated online. Faculty are required to submit the summary forms and original Student Opinion Questionnaires, when available. If data are missing, a written explanation shall be provided and verified by the College dean or Department chair.

6. **Statistical Summaries of Grade Distributions** The University-provided statistical breakdown of the grade distribution for each semester shall be provided and compared to the Department mean in courses where letter grades are awarded.

### D. Rating Criteria for Teaching Effectiveness

Three subcategories of teaching effectiveness are used to arrive at an overall evaluation of this category: pedagogical approach and methods, Student Opinion Questionnaires, and other indicators. Rating criteria includes ratings of excellent, good, marginal and inadequate.

1. **Rating Criteria for Pedagogical Approach and Methods.** The teaching narrative and supporting documents will be considered when determining the rating for pedagogical approach and methods. The faculty member shall explain and provide evidence of the following in the narratives to demonstrate high quality teaching: (a) philosophy of teaching; (b) the appropriateness of the breadth and depth of course content; (c) the currency of the topics and relevancy of his/her unique contributions to the course (e.g., syllabi, materials, activities); (d) the effectiveness and fairness of assessment and grading procedures; and (e) future teaching goals.

   **Excellent:** To achieve a rating of excellent the faculty member shall provide strong and multiple forms of evidence of high quality teaching methods in areas (a) through (e) in D.1 over time.

   **Good:** To achieve a rating of good the faculty member shall provide multiple forms of evidence of effective teaching in areas (a) through (e) in D.1 over time.

   **Marginal:** To achieve a rating of marginal the faculty member shall demonstrate limited evidence of effective teaching in areas (a) through (e) in D.1 but show progress toward effective teaching.

   **Inadequate:** To achieve a rating of inadequate the faculty member provides poor or no evidence of effective teaching, and progress toward effective teaching is not evident in areas (a) through (e) in D.1.

2. **Student Opinion Questionnaires.** The faculty member’s evaluation shall take into consideration patterns in the ratings and student comments over the
full period of review. Using the statistical summaries for each course, the two or more courses selected by the faculty member per academic year, as well as patterns of student comments, the reviewers shall provide an evaluation of teaching performance based on the following scale, with the final rating taking into consideration patterns of student comments:

**Rating results from statistical summaries:**

- **Excellent** 90% or more A and B ratings, with at least 40% A ratings
- **Good** 80%-100% A and B ratings, but not meeting the criteria for excellent
- **Marginal** 70%-79% A and B ratings
- **Inadequate** Less than 70% A and B ratings

3. **Other Indicators.** The faculty member shall submit additional evidence of ongoing professional development and teaching effectiveness such as, but not limited to, the following indicators:
   a. evidence of professional development as a teacher and in the discipline (required)
   b. class visitations and reviews by colleagues
   c. mentoring students and faculty
   d. new course proposals or revisions to current courses
   e. innovative teaching*
   f. collaborative teaching
   g. any other teaching related information or materials germane to higher education teaching effectiveness
   h. additional assessment and feedback from students
   i. awards and honors related to teaching

*These include teaching activities that have provided professional challenges and growth for the faculty member.

**Excellent:** To achieve a rating of excellent the faculty member shall demonstrate strong evidence in three of the indicators on average each year.

**Good:** To achieve a rating of good the faculty member shall demonstrate strong evidence in two of the indicators on average each year.

**Marginal:** To achieve a rating of marginal the faculty member shall demonstrate evidence in one of the indicators on average each year.
Inadequate: To achieve a rating of inadequate the faculty member provides weak or no evidence of the indicators on average each year.

4. Overall Rating of Teaching Effectiveness. An overall rating will be based on the individual ratings in the three subcategories of teaching effectiveness: (1) the pedagogical approach; (2) Student Opinion Questionnaires; and (3) additional evidence. Individual ratings are tied to a score: a score of Excellent is equal to 4; a score of Good is equal to 3; a score of Marginal is equal to 2; and a score of Inadequate is equal to 1. The overall rating is the mean of the three subcategory scores. For example, a faculty member earning an Excellent in pedagogical approach, Good in Student Opinion Questionnaire ratings, and Good in other indicators would have a summative score of 3.33 \( \Rightarrow (4+3+3)/3 \).

Rating criteria for overall teaching effectiveness will be excellent, good, marginal, or inadequate.

Excellent: To achieve a rating of excellent the faculty member shall have an overall rating score between 3.5 and 4.0.

Good: To achieve a rating of good the faculty member shall have an overall rating score between 3.0 and 3.49.

Marginal: To achieve a rating of marginal the faculty member shall have an overall rating score between 2.0 and 2.99.

Inadequate: To achieve a rating of inadequate the faculty member shall have an overall rating score less than 2.0.

B. Criteria for Scholarly and Creative Activities

Faculty engagement in scholarly and creative activities generates benefits for the faculty member as well as the University. Because of the importance of collaborative work in our field, co-authored works in which the person under review had a significant or leadership role are valued. Such activities may: (a) complement teaching; (b) contribute to the advancement of the field and, more broadly, to human achievement; (c) promote currency in the knowledge, methodology, and the spirit of inquiry available to students and faculty alike; (d) increase opportunities for students in academic and professional disciplines; (e) enhance the professional growth of the faculty member; (f) contribute to the overall quality of the Department, College, and the University; (g) advance the reputation of the University; (h) make significant contributions to the dissemination and application of knowledge; and (i) enhance collaborative scholarship.

Each faculty member shall establish an on-going record of sustained scholarly and creative activity that generates, integrates, and/or disseminates knowledge.
Among the indicators of scholarly and creative activity, scholarship shall:

- enhance teaching and professional growth
- contribute to the field of education
- include a focused scholarly agenda
- include high quality scholarly publications.

High quality scholarly publications are required. These include all of the following:

- work that has a conceptual or theoretical basis and is conducted within the context of existing knowledge. This can be accomplished through a review of related literature to show what was done in the past and a rationale for why additional work is needed; and

- work that results in new knowledge being added to the field and/or that extends the meaning or application of existing knowledge. Examples of methods of inquiry include experimental/quantitative studies, qualitative studies, action research, ethnographic studies, narrative inquiry, historical and philosophical research, single-subject designs, descriptive research, and meta-analysis. The application of knowledge can be demonstrated through publication of innovative articles, curriculum, policy, or program development as well as through books, textbooks, or media that synthesize knowledge; and

- work that is externally reviewed by peers. Work that has been accepted for publication or presentation after a peer-review shall be distinguished from work that was not subject to a peer review; and

- work that is published in respected sources such as journals, books, and media. Faculty shall provide documentation of the quality, scope, and importance of the publication.

Other scholarly and creative activities may include (but are not limited to) peer-reviewed presentations, invited publications, research and evaluation reports, invited presentations, funded grants, and awards/honors. These activities add strength to a faculty’s scholarly record but do not replace the requirement for scholarly publications. Care shall be taken to distinguish work in progress from that already completed. Works in progress include (but are not limited to) submitted or draft manuscripts, conference presentation proposals, and grant proposals. Scholarly or creative works are considered to have been completed when they have been accepted for publication, presented or funded.

1. **Indicators for Scholarly and Creative Activities**

   **Mandatory Indicators**
   
   a. **Self-Assessment** is a written discussion (no more than 1000 words) of
the faculty member’s performance in scholarly and creative activities. It shall include a discussion of the faculty member’s research agenda that is a focused, well defined, on-going body of work and a reflective review of the faculty member’s scholarly and creative activities documented by supporting evidence.

b. **High Quality Publications** consist of the dissemination of external peer reviewed scholarly work that appears in journals, books, or other forms of media. (See above bullets defining high quality scholarly publications.) It is the responsibility of the faculty member to explain and provide evidence to substantiate rating publications as high quality.

**Other Indicators**

a. **Invited publications** consist of journal or magazine articles, book chapters, editorials and other related works. Faculty shall provide documentation of the quality, scope, and importance of the publication.

b. **Scholarly Presentations** are papers and presentations given or accepted to be given at professional meetings, symposia, or seminars. They may consist of featured presentations, poster sessions, panel discussions, and other forms of work which shall be peer reviewed, and based on a theoretical or conceptual framework.

c. **Invited Presentations** include keynote addresses, convocation speeches and other presentations made at the request of a respected organization or institution.

d. **Creative Activity** consists of consultantships, policy analysis, dissemination products, book reviews, program evaluation, serving as a member of a research project, and other forms of scholarship with an emphasis on the practical aspects of knowledge. In documenting creative activity, faculty shall include identifiable benefits to the field. Publications related to or documenting such activities, including dissemination products, are encouraged in this category.

e. **Funded grants, honors and awards** consist of those activities that relate to scholarly and creative activity.

Documentation shall include (a) a complete citation in APA format; (b) a copy of each scholarly or creative work; (c) copies of letters of acceptance for those completed works that are “in press” or in the process of publication; (d) the faculty member’s contribution in the case of co-authored or other collaborative work; (e) evidence of peer-review; and (f) evidence supporting the quality of the work. For work presented in a medium other than print, the copy shall be in a form suitable for evaluation such as a videotape, CD-ROM, etc.

2. **Rating Criteria**
Rating criteria for scholarly and creative activity includes a rating of **excellent, good, marginal, and inadequate.**

**Excellent** To achieve a rating of “excellent” the faculty member shall have a sustained record of publishing an average of one high quality peer reviewed scholarly publication each year. In addition, the faculty member shall contribute to the field an average of one additional scholarly or creative work such as presentations, other publications, or funded grants each year.

**Good** To achieve a rating of “good” the faculty member shall have a sustained record of publishing an average of one high quality peer reviewed scholarly publication every two years. In addition, the faculty member shall contribute to the field on average one additional scholarly work such as presentations, other publications, or funded grants each year.

**Marginal** Insufficient evidence to meet the criteria for a rating of “good”, or a lack of evidence that the faculty member’s publications are of “high quality” as defined above. Progress toward high quality scholarship and its dissemination shall be evident.

**Inadequate** Insufficient evidence is provided to determine the quality of scholarly and creative activity. No or limited progress toward high quality scholarship and its dissemination shall be evident.

C. **Professional, University, and Community Service**

Faculty in the Department of Elementary and Bilingual Education recognize that considerable work is required in order to best serve the profession, our students, and our community. Teaching and scholarship alone are not sufficient to further the mission of the university. Service, therefore, is considered a significant responsibility of all faculty in the department and, in accordance with UPS 210.000, will be given serious attention in the retention, tenure, and promotion process.

1. **Indicators of Professional, University, and Community Service**
The faculty member shall include a written self-assessment (no more than 1000 words) that discusses the impact of his/her contributions on the profession, University (including department, college, university-wide, and system-wide levels), and community. Evidence of service may include activities such as those listed below. These lists are not exhaustive, nor are items presented in ranked order of importance. It is the responsibility of the faculty member under review to discuss the nature of each activity, including time demands and personal contributions. The Department recognizes that some activities require substantially more time and energy than others. For instance, writing a substantial portion of an accreditation document or serving on the Academic Senate is more demanding than membership on an advisory board that meets once a semester. The former are considered high quality activities and the latter is considered moderate quality (see Rating Criteria which follows). Faculty shall provide documentation of the degree of involvement and the importance of the service. It is the responsibility of the faculty member to explain and provide evidence to substantiate rating service activities as high quality.

a. Professional Service
   • serving as an officer in a professional organization
   • participating on local/state/national/international policy committees/forums/task forces
   • coordinating professional activities such as conferences
   • editing manuscripts/professional journals
   • reviewing grant proposals
   • consulting locally/regionally/nationally/internationally
   • reviewing manuscripts for books/professional journals/conferences/workshops
   • speaking at meetings of professional organizations

b. University Service
   • participation on and contributions to Department, College, University standing committees
   • assumption of leadership roles within the Department and College including activities such as course custodian, committee chair, etc.
   • attendance at professional/instructional meetings as the appointed campus representative, designated by the College dean, associate dean, or Department chair
   • active involvement as a faculty advisor/liaison with student groups (formally/informally)
   • actively supporting the RTP process for untenured faculty (e.g., serving as a faculty mentor)
   • actively supporting the pursuit of higher education of all CSUF students
   • actively supporting the recruitment and retention of minority students into our Department and University
   • providing lectures/staff development at the Department, College, University, or system level
- participation on advisory boards

c. **Community Service**
- formulation of or volunteer work in community programs/institutes/local schools
- providing special services to the community/local schools
- participation on advisory boards of community organizations/local schools
- providing lectures/staff development to community organizations/local schools

**Notes:**
- Generally, when a faculty member receives assigned time for an activity, the activity may not be considered service. However, there are assigned activities that demand substantial time and have considerable significance and long-term impact, such as the coordination of a large program or of accreditation activities, that may be included in the service area. Such service shall be documented and discussed in the faculty member’s narrative.
- Faculty at the associate rank are expected to provide service at the college and university levels as well as to the department. Faculty at the assistant rank are expected to focus their service activities primarily at the department level.

2. **Rating Criteria for Service Activities**

Rating criteria for Professional, University, and Community service include a rating of **excellent, good, marginal, and inadequate.**

**High quality** activities are defined as those activities in which the faculty member provides leadership or significant contributions, and the activities demand considerable commitment over time. **Moderate** activities are defined as less demanding activities or those in which the faculty member makes limited contributions.

**Excellent**
A rating of “excellent” shall be rendered for a record of sustained participation in high quality activities. Activity in all three areas of service (professional, university, and community) is desirable, but the faculty member’s record shall include high quality contributions to the department, college, or university. Generally, an average of two high quality and three moderate activities per year is required for a rating of excellent.

**Good**
A rating of “good” shall be rendered for a record of
sustained participation in high quality activities. Activity in all three areas of service (professional, university, and community) is desirable, but the faculty member's record shall include high quality contributions to the department, college, or university. Generally, an average of one high quality and three moderate activities per year is required for a rating of good.

**Marginal**
A rating of “marginal” shall be rendered for a record of participation in mostly moderate activities. Activity shall include contributions to the department, college, or university. Generally, an average of three moderate activities per year is required for a rating of marginal.

**Inadequate**
A rating of “inadequate” shall be rendered for little or no evidence of service activity or for service activity that focuses exclusively on the profession or community (i.e., there is no record of contribution to the workings of the department, college, or university).

**VIII. Retention, Tenure, and Promotion**

**A. Criteria for Retention of Probationary Faculty**
Retention during the probationary years shall be based upon the individual's progress in meeting the criteria for the granting of tenure. In order to be retained, the probationary faculty member shall be rated, at minimum:

1. **good** in two areas (one of which must be teaching); and
2. **marginal** in the other area, but must show clear evidence of progress toward a rating of good. In the case of receiving a marginal in scholarship, clear evidence of progress toward a rating of “good” shall include evidence of scholarly work in progress and submission of scholarly work.

In the case of first file review without service credit, one good and two marginal ratings (but showing clear evidence of progress toward a rating of good) may be considered acceptable for retention. The faculty member shall address goals for obtaining higher ratings.

In addition, the faculty member shall meet the professional responsibilities as they apply to the needs of the Department (see section II. Faculty Responsibilities). This is assumed and need not be documented. In cases when there is a preponderance of evidence that notes that a faculty member has not met the professional responsibilities as they apply to the needs of the Department, this evidence may be placed in the file (usually by the Department chair or College dean), prior to the file being declared “complete” and considered in the retention process. (See Article 11 of Collective Bargaining Agreement and note Article
11.4 that a faculty member must be notified of, and given a copy of, any materials five days prior to the placement of materials in the Portfolio. The faulty member has the right to rebut the materials.

B. Criteria for Granting of Tenure
Faculty shall normally be considered for tenure during their sixth probationary year, regardless of the rank at which they were appointed.

In order to be granted tenure, the faculty member shall

1. be rated, at a minimum, Excellent in teaching or scholarship, and Good in the remaining areas.
2. meet the professional responsibilities as they apply to the needs of the Department (see section II. Faculty Responsibilities).

C. Criteria for Promotion
Promotion from one rank to another requires that the faculty member request promotion via the University-approved form and according to University timelines. Promotion to Associate Professor is automatic with the granting of tenure for those at the Assistant Professor rank.

1. Promotion to Full Professor
In order to be granted promotion to full professor, the faculty member shall be rated, at minimum:
   a. Excellent in teaching and scholarship
   b. Good or better in service.

2. Early Promotion and Early Tenure
Refer to UPS 210.000 for eligibility requirements.

In all cases, the faculty member shall satisfy to a greater extent the requirements for promotion and/or tenure delineated in earlier sections. Additionally special requirements are described below.

a. Early tenure requires that the faculty member shall meet all requirements of full term tenure, with ratings of “excellent” in teaching and scholarship and a rating of “good” or better in service.

b. Early Promotion to Associate Professor requires that the faculty member shall be rated as excellent in teaching and excellent in scholarship, and at least good in service.

c. Early Promotion to Professor requires that the faculty member shall be rated, at minimum, excellent in all three areas.
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<td>excellent or good</td>
<td>excellent or good</td>
<td>excellent or good</td>
<td>excellent</td>
</tr>
</tbody>
</table>

*If **marginal**, must show clear evidence of progress toward **good**. In the case of receiving a marginal in scholarship, clear evidence of progress toward a rating of "good" shall include evidence of scholarly work in progress and submission of scholarly work.

Must be **good** in two areas; one must be teaching.

In the case of first file review without service credit, one
good and two marginal ratings may be considered acceptable for retention.

Must meet the professional responsibilities as they apply to the needs of the Department.
C. Criteria for Promotion
Promotion from one rank to another requires that the faculty member request promotion via the university-approved form and according to University timelines.

1. Promotion to Full Professor
In order to be granted promotion to full professor, the faculty member must demonstrate a sustained performance of:
   • excellence in two areas (one of which must be teaching), and
   • progressing in the remaining area.

2. Early Promotion and Early Tenure
Refer to UPS21O .000 for eligibility requirements.

In all cases, the faculty member must satisfy to a greater extent the requirements for promotion and/or tenure delineated in earlier sections. Additionally special requirements are described below.

a. Early Tenure requires that the faculty member must be rated at least excellent in teaching and scholarship and at least progressing in service

b. Early Promotion to Associate Professor requires that the faculty member must be rated at least excellent in teaching and scholarship and at least progressing in service

c. Early Promotion to Professor requires that the faculty member must be rated as having a sustained record of excellence in all three areas.