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## Guidelines for the Evaluation of Instructional Non-Tenure Track Faculty in Continuous Employment

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### Introduction

The following describes the process through which eligible non-tenure-track (NTT) instructional faculty may be considered for continuous employment. It covers NTTF hired after September 16, 2016.

For NTT instructional faculty hired prior to this date, see also the Implementation Plan, University NTTF Evaluation Procedures, AAUP CBA, Letter of Agreement (LOA) #12, pages 81-82.

The University NTTF Evaluation Procedures take priority, and additions or modifications within these guidelines may not contradict those approved by the Faculty Senate. Updates to these NTTF Evaluation guidelines must be approved by the dean and submitted to the Office of Academic Affairs for review and final approval.

### Non-tenure Track Instructional Positions – Continuous Appointment-Related Evaluations

This section describes the process through which eligible non-tenure track (NTT) instructional faculty may be considered for continuous appointment, and are evaluated. This document covers NTTF hired after September 16, 2016. For NTT instructional faculty hired prior to this date, see also the Implementation Plan. Refer to University P&T Guidelines, Non-Tenure Track Instructional Positions – Continuous Appointment-Related Evaluations.

#### A. Departmental Authority and Responsibility

The responsibility for evaluating and documenting an individual faculty member's performance rests primarily with the department.

The evaluation process for non-tenure track instructional faculty in a continuous-employment position consists of the following:

- Annual reviews during the probationary period (Section E)
- A year six milestone review (Section G)
- Post-continuous appointment review evaluations (Section I)

#### B. Initial Appointment

The initial appointment of the NTT instructional faculty shall be consistent with University P&T Guidelines, Non-Tenure Track Instructional Positions- Continuous Appointment Related Evaluations, Section B, AAUP CBA, Article 18, Sect. 2(a), pages 22-23.

### **C. Type of Appointment**

Appointment type for the NTT instructional faculty shall be consistent with the University P&T Guidelines, Non-Tenure Track Instructional Positions- Continuous Appointment Related Evaluations, Section C and AAUP CBA, Article 18 (pg. 22).

### **D. Faculty Offer and Position Descriptions**

When offering a NTT instructional faculty appointment, the department will adhere to University P&T Guidelines, Non-Tenure Track Instructional Positions- Continuous Appointment Related Evaluations, Section D and AAUP CBA, Article 18, Sect. 4 (pg. 25).

Note: 1.00 Full-Time Equivalency (FTE) will include no more than 36 course credits of assigned teaching per academic year. Assigned University/community/professional service and scholarly work shall not exceed ten percent (10%) of an instructional NTTF member's workload without a reduction in instructional load.

### **E. Annual Review**

NTT instructional faculty members are to be evaluated annually through a developmental review process during years one through five of the probationary period. The review should document and evaluate faculty contributions, and provide developmental feedback and guidance in preparation for the Milestone Review for Continuous Appointment. This review should be consistent with the faculty member's letter of appointment.

In case the NTT instructional faculty holds annual contracts with more than one unit, the department in which the instructor holds the largest FTE will be responsible for the evaluation. In cases where a non-tenure track faculty member's appointment is equally divided between two or more departments, there shall be a written agreement as to which department is to initiate personnel actions and the faculty member is to be so informed.

#### **1. Annual Review Committee**

The Annual Review Committee consists of the Department Chair and two faculty members appointed by the Chair. Here, as elsewhere, all committees formed to review NTTF shall have an NTTF member. The two members shall be as follows

- A faculty member with tenure.
- A NTT instructional faculty member with continuous appointment.
  - If there are no NTT instructional faculty members with a continuous appointment, then a NTT instructional faculty member, other than the one being reviewed.
  - If there are no other NTT instructional faculty members, then a NTT instructional faculty member from another unit in the college or from a different college.

## **2. Annual Review Process**

The committee will review the material submitted by the faculty member under review and provide a written evaluation to the faculty member. The faculty member under review may request to meet with the reviewers. The faculty member being reviewed will be able to respond to the review by submitting a statement or comments that will be attached to the evaluation.

The department will follow the calendars established by the College of Liberal Arts and Sciences and by the Office of Academic Affairs. NTT instructional faculty members on a probationary period may request a review if one has not been provided within the time period indicated by the calendars. The member is to have reasonable notice of the evaluation.

**Annual Review Submission Materials submitted by the faculty member should, at a minimum, include the following:**

- An annual self-appraisal that reflects the areas of work as described in the NTT instructional faculty member's job description and that highlights activities and achievements;
- Current curriculum vitae following applicable sections of the PSU Promotion and Tenure format approved by the Provost;
- Appropriate and relevant quantitative and/or qualitative summaries of student evaluations as defined for this purpose by the department (i.e., mean and standard deviation, or median and interquartile range), or appropriate assessments of teaching since the last review;
- Syllabi and/or other pedagogical materials from the review period.

**Annual Review Submission Materials submitted by the faculty member may include, but are not limited to:**

- Peer evaluation of teaching and curricular innovation;
- Description of professional development activities intended to advance job performance;
- A reflective analysis of student and/or peer evaluations of teaching;
- Evidence of scholarly activities, beyond the classroom, as defined by the discipline;
- Evidence of ability to work effectively with individuals from and topics related to diverse populations;
- Evidence of service activities related to unit mission; and
- Evidence of performance in other areas specified in the faculty member's job description.

## **F. Timing for Continuous Employment Consideration and Appointment**

In year six (6) of the probationary period, NTT instructional faculty members are to be evaluated for continuous appointment through a Milestone Review. Prior to the end of the final academic year of the probationary period, a NTT instructional faculty member is to be awarded a continuous appointment or provided twelve (12) months' notice of termination of employment.

## **G. Milestone Review for Continuous Employment**

Milestone reviews provide a way to honor and reward a sustained record of commitment and achievement. A milestone review that looks both backward and forward is appropriate when considering the award of continuous appointment. When the review is clear and consistent, it supports academic freedom and contributes to academic quality.

### **1. Milestone Review Committee and Process**

The Milestone Review Committee for a non-tenure track faculty candidate for continuous appointment is a formally established departmental committee consisting of all NTT instructional faculty members holding a continuous appointment and all tenured faculty members except the department Chair. Here, as elsewhere, all committees formed to review NTT shall have an NTT member.

The committee will seek student input on each Milestone case. However, there will not be any student members on committees.

The committee shall elect a Chair among its members during the Spring term previous to the candidate's evaluation. The Chair shall appoint a subcommittee consisting of two members selected by the Chair and a member selected by the candidate. At least one member of the subcommittee should be a NTT instructional faculty member. This subcommittee will carry out a preliminary review of the candidate and submit a draft report to be considered by the full committee. The full committee will write the final recommendation and forward it to the Department Chair. A majority vote of the Milestone Review Committee will be necessary to yield a favorable recommendation for continuous appointment.

The Department Chair reviews the candidate's materials and the recommendation of the Milestone Review Committee, writes a letter of evaluation, and shares the results in writing with the candidate. The Department Chair forwards all materials and recommendations to the Dean of CLAS.

The faculty member under review may request to meet with the reviewers. The faculty member being reviewed will be able to respond to the review by submitting a statement or comments that will be attached to the evaluation.

The department will follow the calendars established by the College of Liberal Arts and Sciences and by the Office of Academic Affairs. NTT instructional faculty members on a probationary period may request a milestone review if one has not been provided within the time period indicated by the calendars. The member is to have reasonable notice of the evaluation.

Faculty members whose work is interdisciplinary in nature may request that an additional faculty member from a second department or program within the university be assigned to the Committee. The candidate making the request and the Chair of the Milestone Review Committee will work together to identify the appropriate faculty member.

The Milestone Review Committee shall have access to the annual reviews reports completed that year for each NTT instructional faculty members on a probationary period.

The committee will follow all other procedures and timelines specified in the University's guidelines for Milestone reviews. See Section H below for more details.

## **2. Milestone Review Materials and Criteria**

A significant factor in determining an NTT instructional faculty member's performance is the individual's accomplishments in teaching, mentoring, and curricular activities, consistent with the faculty member's contractual responsibilities. Teaching activities are scholarly functions that directly serve learners within or outside the university. Scholars who teach must be intellectually engaged and must demonstrate mastery of the knowledge in their field(s). The ability to lecture and lead discussions, to create a variety of learning opportunities, to draw out students and arouse curiosity in beginners, to stimulate advanced students to engage in creative work, to organize logically, to evaluate critically the materials related to one's field of specialization, to assess student performance, and to excite students to extend learning beyond a particular course and understand its contribution to a body of knowledge are all recognized as essential to excellence in teaching. Teaching scholars often study pedagogical methods that improve student learning.

The Milestone Review of teaching and curricular contributions should not be limited to classroom activities. It also should focus on a faculty member's contributions to larger curricular goals (for example, the role of a course in laying foundations for other courses and its contribution to majors, or contributions to broad aspects of general education or interdisciplinary components of the curriculum). In addition, the Milestone Review should take into account any documentation of student mentoring, academic advising, thesis advising, and dissertation advising. The Review Committee shall take into account any variations in the letters of appointment during the probationary period.

### **The Milestone Review Materials submitted by the faculty member should, at minimum, include the following:**

- A cumulative self-appraisal that reflects the areas of work as described in the NTT instructional faculty member's job description and highlights activities and achievement;
- Current curriculum vitae following applicable sections of the PSU Promotion and Tenure format approved by the Provost;
- Appropriate and relevant quantitative and/or qualitative summaries of student evaluations as defined for this purpose by the department (i.e., mean and standard deviation or median and interquartile range), or appropriate assessments of teaching since the last review; and
- Representative syllabi and/or other pedagogical materials from the six-year review period.

### **The Milestone Review Materials submitted by the faculty member may include, but are not limited to:**

- Peer evaluation of teaching and curricular innovation;
- Description of professional development activities intended to advance job performance;
- A reflective analysis of student and/or peer evaluations of teaching;
- Evidence of ability to work effectively with individuals from and topics related to diverse populations;

- Evidence of service activities related to unit mission;
- The annual self-appraisals prepared by the faculty member; and
- Evidence of performance in other areas specified in the faculty member's job description.

**The following additional items may be included in the evaluation of teaching and curricular accomplishments, to the extent consistent with a faculty member's letter of appointment:**

- Contributions to courses or curriculum development;
- Materials developed for use in courses;
- Results of creative approaches to teaching methods and techniques, including the development of software and other technologies that advance student learning;
- Results of assessments of student learning
- Accessibility to students;
- Ability to relate to a wide variety of students for purposes of advising;
- Mentoring and guiding students toward the achievement of curricular goals;
- Results of supervision of student research or other creative activities including theses and field advising
- Results of supervision of service learning experiences in the community;
- Contributions to, and participation in, the achievement of departmental goals, such as achieving reasonable retention of students;
- Contributions to the development and delivery of collaborative, interdisciplinary University Studies, and inter-institutional educational programs;
- Teaching and mentoring students and others in how to obtain access to information resources so as to further student, faculty, and community research and learning;
- Grant proposals and grants for the development of curriculum or teaching methods and techniques;
- Professional development as related to instruction, e.g., attendance at professional meetings related to a faculty member's areas of instructional expertise; and
- Honors and awards for teaching.

## **H. Procedures for Milestone Review**

The department milestone review process is detailed above in Section G.1. The department will also adhere to the University P&T Guidelines, Non-Tenure Track Instructional Positions- Continuous Appointment Related Evaluations, Section H.

## **I. Evaluation Following Continuous Appointment**

Non-tenure track instructional faculty on a continuous appointment are to be evaluated after three years of continuous appointment and then after every three years following the last evaluation or promotion.

### **1. Post Continuous Appointment Review Committee**

The Post Continuous Appointment Review (PCAR) committee will consist of three (3) faculty members, two elected and one selected by the department chair. Here, as elsewhere, all committees formed to review NTTF shall have an NTTF member. One of those selected will be from a list of three faculty members submitted by the faculty member under review.

**Elected members.** For each review cycle, the NTT instructional faculty with continuous appointments and the tenured departmental faculty will elect one eligible NTT instructional continuous appointment faculty member and one eligible tenured faculty member to serve on all PCAR committees for that cycle. Eligible faculty members are those who:

- 1) are at least .5FTE during the period of review,
- 2) are not on leave or sabbatical during the period of review,
- 3) have not served on a PCAR committee as an elected member during the previous review cycle.

**Selected member.** After this election is complete, each faculty member under review will provide for the department chair a list of three eligible faculty members with tenure or with a NTT instructional continuous appointment (excluding the candidate) who are not among those elected for that cycle. The department chair will select one of these three to serve as the third member of their PCAR committee. In the case that one of the two elected members of the PCAR committee for that cycle is under review, the chair will select a replacement to serve on the elected member's committee from among the same faculty category.

The PCAR committee will choose one of its members to act as chair.

## **2. Post Continuous Appointment Review Procedure and Materials**

After reviewing the faculty member's dossier, that member's PCAR committee will meet with them to discuss the dossier. Each PCAR committee shall endeavor to reach a consensus before providing a written report to the department chair. This report will be written by the chair of that PCAR committee in consultation with the other two members, will include the names of those on the committee, and will be provided to the department chair within the timeframe required by the University guidelines. In the case that the committee does not reach a unanimous decision, the committee report must include both the majority and minority views. The department chair will share the results of the review in writing with the candidate.

The faculty member must be given the opportunity to review his or her file, including the PCAR committee reports and the department chair's letter

**Materials submitted by a faculty member for evaluation following continuous appointment should, at minimum, include the following:**

- A cumulative self-appraisal that reflects the areas of work as described in the NTT instructional faculty member's job description and highlights activities and achievement;
- Current curriculum vitae following applicable sections of the PSU P&T format approved by the Provost;
- Appropriate and relevant quantitative and/or qualitative summaries of student evaluations as defined for this purpose by the department (i.e., mean and standard deviation, or median and interquartile range) or appropriate assessments of teaching since the last review;
- Representative syllabi and/or other pedagogical materials from the review period.

**Materials submitted by a faculty member for evaluation following continuous appointment may include, but are not limited to:**

- Peer evaluation of teaching and curricular innovation;
- Description of professional development activities intended to advance job performance;
- A reflective analysis of student and/or peer evaluations of teaching;
- Evidence of ability to work effectively with individuals from and topics related to diverse populations;
- Evidence of service activities related to unit mission.
- Evidence of performance in other areas specified in the faculty member's job description.

In the event of an unsatisfactory evaluation, the faculty member and department chair or chair equivalent will meet to discuss the deficiencies identified in the review. Following the meeting, the chair will develop a remediation plan to address the deficiencies. If the faculty member disagrees with the remediation plan, the faculty member may appeal to the dean or the dean's designee, who shall review the plan and make the final decision regarding the contents of the plan. The remediation plan is to be developed before the end of the academic year in which the unsatisfactory evaluation occurred. If the chair and faculty member identify resources that would assist with the remediation plan, a request for access to such resources will be made to and considered by the dean. Resource unavailability could result in modification or extension of the remediation plan.<sup>1</sup>

Progress on the remediation plan is to be assessed and communicated on a regular basis during the subsequent academic year. At a minimum, the chair and the faculty member will meet near the beginning of the fall term to review the remediation plan and near the end of the fall term to review the faculty member's progress on the remediation plan. Prior to the end of fall term, the chair is to provide the faculty member with a written assessment of progress on the remediation plan, including identification of any issues that have not yet been successfully remediated.

At any point in the process, the chair can determine that the remediation plan has been successfully completed, at which time the chair shall notify the faculty member and conclude the remediation process.

Around the end of the winter term of the academic year following the unsatisfactory evaluation, the chair is to notify the faculty member whether the remediation plan has been successfully completed. If the plan has not been successfully completed, the chair may either extend the plan for an additional academic term or provide the faculty member with notice of termination. A remediation plan may be extended by the chair for up to three academic terms. A notice of termination provided under this section shall be provided to the member, Dean, Provost, and the Association and shall be effective no sooner than the end of the subsequent academic term.

## **J. Conditions Under Which Continuous Employment May be Terminated**

A continuous appointment can be terminated only under the circumstances listed in the AAUP CBA, Article 18, Sect. 2(e) (pgs. 23-24).

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<sup>1</sup> 2016-2019 CBA, Sec. 2 g (also including following three paragraphs)