



Portland State

Civil & Environmental Engineering

GUIDELINES FOR PROMOTION AND TENURE AND POST-TENURE REVIEW

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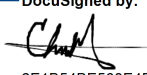
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Guidelines for Promotion and Tenure and Post Tenure Review

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OAA	Dean	Faculty	
Aug 2020	Aug 2020	Apr 2019	Revised process for external letters, clarified materials for reviews, added emeritus criteria, added review procedures for NTTF. Combined P&T and PTR into single document.
Jan 2016	Jan 2016	Jan 2016	Developed PTR procedures
Nov 2014	Nov 2014	Oct 2014	Added new ranks and criteria
Mar 2003	Feb 2003	Jan 2003	Revised criteria
Unk	Unk	1992	First record of unit guidelines in files

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GUIDELINES FOR PROMOTION AND TENURE

Department of Civil and Environmental Engineering

These department's P&T Guidelines are an interpretation of and subordinate to the University P&T Guidelines. These department P&T Guidelines are not effective unless and until approved by the Dean and OAA. Changes to the department's P&T guidelines shall not be effective unless and until approved by OAA. The University P&T Guidelines, titled "POLICIES AND PROCEDURES FOR THE EVALUATION OF FACULTY FOR TENURE, PROMOTION, AND MERIT INCREASES" are hereafter referred to as "University P&T Guidelines."

I. EVALUATION OF TENURED/TENURE TRACK FACULTY AND NON-TENURE TRACK RESEARCH FACULTY

This section describes the additional departmental criteria and procedures through which eligible tenured/tenure track (TT) faculty and non-tenure track (NTT) research faculty may be considered for promotion and/or tenure.

A. Selection of the Promotion and Tenure (P&T) Committee

The Department of Civil and Environmental Engineering (CEE) Promotion and Tenure (P&T) Committee shall be elected each academic year no later than May 15 to begin service in the subsequent academic year. The committee shall be composed of three eligible faculty. Voting eligibility is defined in the Department's Bylaws. The P&T committee should include at least one member from the prior year's committee to facilitate continuity. All members of the P&T committee shall participate in all committee deliberations. Faculty composition and eligibility to serve on the P&T is restricted as follows:

1. Any faculty member with at least a 0.5 FTE appointment at the rank of Associate Professor or higher is eligible for election to the committee.
2. Faculty members who have an administrative role (such as Chair, Associate Dean, or Dean) are not eligible for membership in the P&T committee.
3. Faculty members who are themselves being considered for promotion or tenure during the upcoming evaluation cycle shall not serve on the committee.

For the review of NTTF research faculty, the review committee must include an NTTF faculty member. In these cases, the review committee will be as described in Section III. A.1. of these departmental guidelines.

B. Review Schedule

1. Evaluation of tenure and/or promotion decisions to the ranks of Associate Professor, Professor, Research Associate Professor, and Research Professor.

To aid the P&T Committee in obtaining timely external reviews so that they may meet the review deadlines in the University P&T Guidelines, the following modifications to the review schedule is required:

1. By the end of the first week of April, the Department Chair will notify all faculty eligible for tenure or promotion consideration in the next academic year using the 30-day notice letter provided in the University P&T Guidelines.
2. By the end of the second week in May, eligible candidates shall submit a list of prospective external reviewers to the P&T Committee chair. The process for selection of

the final reviewers is according to the University P&T Guidelines Section V.A.1.c and Section I.C of these departmental guidelines.

3. By June 15, the faculty to be reviewed shall submit a copy of their C.V., up to three examples of scholarly work (usually peer-reviewed journal articles), and a self-appraisal according to Section G5.
4. After June 15, the Department Chair will solicit the external reviews and request the reviews be complete by September 30.
5. The complete self-appraisal and any remaining material required for the faculty's dossier is due to P&T by September 30. The faculty member should note any accomplishments that were added that were not in the external review. The P&T committee will consider the updated dossier in their review of the candidate.

2. All other reviews

1. All other review timelines, including actions required by the P&T committee, Department Chair, and Dean, will follow the calendar published annually by OAA and the procedures in the University P&T Guidelines.
2. As specified in University P&T Guidelines Appendix IV, for research faculty members hired before September 16, 2014, the timelines for promotion to Senior Research Associate I and Senior Research Associate II and Senior Research Assistant I and Senior Research Assistant II shall not apply.

C. Selection of External Reviewers

Consistent with Section V.A.1.c of the University P&T Guidelines, the committee shall request the names of four potential external reviewers from the candidate. The committee shall request letters from at least two of these individuals. The remaining reviewers will be selected as described in the University P&T Guidelines. It is preferred that:

- The external reviewers selected by the committee be experts in the candidate's expressed area of expertise.
- One external reviewer selected by the committee be a department chair at a comparable institution when evaluating candidates for tenure.
- Four letters be obtained for cases of tenure or promotion to Associate Professor or Associate Research Professor
- Four to six letters be obtained for cases of promotion to Professor or Research Professor.

All external reviewers shall receive comparable, unbiased letters requesting their input from the Department Chair. These letters shall be accompanied by copies of the candidate's CV, the scholarly self-appraisal, a summary document of the appropriate University P&T Guidelines and Section G. of these departmental criteria, and up to three examples of the candidate's scholarly work selected by the candidate. External reviewers will be asked to primarily evaluate the candidate's research activities and external service.

D. Promotion and/or Tenure Reviews

Following the receipt of the external reviews and the faculty member's dossier, the P & T committee will present the assembled material for review by those faculty with a rank above the current rank of the candidate for promotion and/or tenure prior to the completion of the P & T committee's final written evaluation. The material available for review will include the committee's synthesis of the material assembled for review including the candidates CV, examples of scholarly work, and external letters.

The committee will solicit feedback of the eligible faculty on the promotion and/or tenure case under consideration.

E. Annual Reviews

As stated in the University P&T Guidelines (Section IV.C.2.a.), tenure track (annual) CEE faculty must be reviewed after the completion of the first year of their appointment and each subsequent year. The faculty member will provide documentation of progress towards tenure to the P & T Committee in the categories required for the self-appraisal described in II.E.1 of the University's P&T Guidelines. The P & T Committee will provide a written review of the faculty member's progress toward tenure and forward this to the Department Chair. The Chair may also provide a written review for the faculty member's file. The Chair will meet with the faculty member to discuss the results of the written review (s). The written review(s) provided by the P&T committee and/or the Department Chair shall specifically evaluate the progress of the faculty in meeting the standards for the award of tenure in the following specific areas:

- Research and Other Creative Activities
- Teaching, Mentoring and Curricular Activities
- Community Outreach
- Governance and Other Professionally-Related Service

F. Third-Year Reviews

For tenure-track faculty, the third year review will include an assessment of progress toward tenure as perceived from P&T committee, Department Chair, and the Dean. Failure to meet criteria may warrant a review by the Provost.

G. Criteria for Faculty Evaluation

The CEE P&T committee will be guided in its deliberations by the criteria and procedures described in this section.

The current approved University P&T Guidelines will be used by the CEE P&T Committee with the following modifications that are consistent with the department's mission and vision.

1. Section II.D. of the University P&T Guidelines describes the quality and significance of scholarly accomplishments. The following sentence shall be added to section on "Mastery of Existing Knowledge":
 - Registration as a Professional Engineer will be construed as recognition of mastery of existing knowledge.
2. Section II.E.2 of the University P&T Guidelines describes the evaluation of scholarly accomplishments in research and other creative activities. The following items are to be added as items for evaluating research:
 - Documentation of research results in design standards, criteria, or projects.
3. Section II.E.3. of the University P&T Guidelines includes a list of recommended items to be considered in the evaluation of teaching and curricular accomplishments. The following items are to be added as items for evaluating teaching.

- Interviews and/or questionnaires completed by graduating seniors and/or alumni.
 - Documentation of outstanding influence upon the academic and/or professional orientation and development of students.
 - Examination of published materials bearing on the scholarship of teaching.
4. Section II.F. of the University P&T Guidelines describes the evaluation of governance and other professionally-related service. The following items are to be added as items for evaluating service:
- Evidence of active participation and membership in regional/national/international professional engineering or scientific societies or organizations.
5. In addition to the guidance of Section II.E.1 of the University P&T Guidelines for the documentation of scholarship, CEE expects documentation of the following activities in the self-appraisal at a minimum: ÷

Research and Other Creative Activities

The self-appraisal should synthesize the research activities of the candidate to show the intellectual leadership and reputation in the research area and to describe the impact of their work. This is typically demonstrated by evidence of some or all of the following:

- (i) Publication of and citations of peer-reviewed publications.
- (ii) Submission of proposals for sponsored research projects.
- (iii) Supervision of graduate student project/thesis/dissertation.
- (iv) Presentation of technical papers at conferences.
- (v) Research results in design standards, criteria, or projects.

Teaching, Mentoring, and Curricular Activities

The self-appraisal should synthesize the teaching, mentoring and curricular activities of the candidate in such a way to show evidence of effectiveness, a record of continuous improvement, and connections to the research activities of the candidate. This is typically demonstrated by evidence of some or all of the following:

- (i) Effective teaching.
- (ii) Curriculum, laboratory, and course development, particularly in the candidate's field.
- (iii) Professional mentoring of students.
- (iv) Participation in assessment activities for accreditation.

Community Outreach

If documentation of community outreach is included, the self-appraisal should highlight service to the community through engineering-related activities (e.g., participation on government boards in the candidate's field).

Governance and Other Professionally Related Service

The self-appraisal should present activities related to governance and other professional related service in such a way to show both level of effort and the impact the candidate's participation. This is typically demonstrated by evidence of some or all of the following:

- (i) University, college, and department committees/assignments.
- (ii) Activities with national and/or international academic/professional societies.

(iii) Activities with regional/local professional societies.

6. In addition to the criteria defined in the University P&T Guidelines Section III, the P & T committee will also consider the following expectations for promotion in the various faculty ranks:

Associate Professor:

- Intellectual leadership in the development of an independent, externally funded research agenda.
- Demonstrated effectiveness in the classroom and a collaborative and collegial approach to teaching, including advising of graduate students toward the completion of their degrees.
- Participation in departmental administration and governance through service on department committees and related activities at the department, college, or university level.

Associate Research Professor:

- Intellectual leadership in the development of an independent, externally funded research agenda.

Professor:

- Development of a national and/or international reputation for excellence in research and sustained and substantial impact in the field of scholarly agenda.
- Significant contributions to the evolution and improvement of the department's curriculum and a sustained record of advising and mentoring of graduate students leading to completion of their degrees.
- Leadership in service to the department, college, and university as well as to the profession at the national and /or international scale in areas aligned with scholarly agenda.

Research Professor:

- Development of a national and/or international reputation for excellence in research and sustained and substantial impact in the field of scholarly agenda.

Emeritus/Emerita:

- Outstanding performance defined as sustained and continued contribution to the profession commensurate with the candidate's current rank (either Professor or Research Professor).
- A plan for continued contribution to the department or university through research, teaching or advising.

All Other Ranks:

- The criteria provided in the University P&T Guidelines, Section III for Senior Research Assistant I and II, Research Associate, and Senior Research Associate I and II will be used for setting expectations of these faculty ranks.

II. POST-TENURE REVIEW

A. Post-Tenure Review Goals

The goals of post-tenure review are:

- To assure that individual faculty members work responsibly within their units to ensure that unit contributions are shouldered equitably. A key aspect of this process is collaboration in aligning each faculty member's career path with unit missions while upholding academic freedom and a faculty member's proper sphere of professional self-direction;
- To be collegial, faculty-driven process that supports faculty development;
- To recognize and motivate faculty engagement.

B. Guidelines and Eligibility

AAUP-represented tenured faculty members, tenured department chairs/unit heads and program directors in the Department of Civil and Environmental Engineering must undergo PTR every five years after the award of tenure. Please consult page 7 of the Procedures for Post-Tenure Review (PTR) at Portland State University (PSU), dated June 1, 2015, hereafter referred to as University PTR Procedures, for additional details regarding eligibility as well as conditions for deferring or opting out of PTR.

C. Funding of Post-Tenure Review Salary Increases

Refer to University PTR Procedures, pages 7 and 8.

D. Post-Tenure Review Cycle and Timelines

Refer to PTR Review Cycle and Timelines, University PTR Procedures, pages 8 and 9.

E. Departmental Authority and Responsibility

A written agreement must be in place and include information specifying which department is responsible for PTR for any faculty with an appointment divided between two or more departments. The Department Chair will be responsible for obtaining this agreement. For more information regarding departmental responsibility in the PTR process, refer to University PTR Procedures, pages 9 and 10.

F. Procedures for Post-Tenure Review of Tenured Faculty Members

1. Notification

Notification of eligibility must occur by June 1 of each year beginning in 2016. Refer to the timeline (pages 8 and 9) and the narrative (page 10) of University PTR Procedures for notification dates.

2. Dossier

Refer to page 10 of the University PTR Procedures for information regarding materials to be included in the dossier.

3. Post-Tenure Review Committee

The department/unit will create a PTR Committee for each faculty member under review. All members of the PTR committee must be tenured per the University PTR procedures. This committee will consist of three (3) people. One of those selected will be from a list of three eligible faculty members submitted to the P&T committee by the faculty member under review. This list will be rank-ordered by the faculty's preference.

To facilitate continuity and consistency, every post-tenure evaluation committee must include at least one member of the P&T committee; a member of the P&T committee will chair the post-tenure evaluation committee. The chair will be selected by the P&T committee. The P&T committee will invite, if possible, an eligible faculty member who is not part of the current P&T committee.

The third member of the committee will be the highest-ranked faculty member that remains eligible on the submitted list of three. Faculty eligibility to serve on a post-tenure evaluation committee is restricted as follows:

- a) Any tenured CEE faculty member with at least 0.5 FTE appointment and with a rank that is the same or higher than the rank of the faculty member that is being evaluated.
- b) Faculty members that have an administrative role (Chair, Associate Dean, or Dean) are not eligible.
- c) A faculty member shall not serve on her/his own evaluation committee.
- d) Any member of the P&T committee can be a member of an evaluation committee with the exception of point C.I.c shall not serve in her/his own evaluation committee.
- e) If there are not enough eligible members in the CEE department after applying points a) to d) the P&T committee can request the participation of: (1) a tenured faculty member from another engineering department with a rank that is the same or higher than the rank of the faculty member that is being evaluated or (2) a tenured CEE faculty member with at least 0.5 FTE appointment and with a rank that is lower than the rank of the faculty member that is being evaluated.

4. Committee Review Procedures and Criteria

Refer to details on page 11 of the University PTR Procedures.

In addition to the criteria listed on page 11 of University PTR Procedures, faculty under review in the Department of Civil and Environmental Engineering are expected to meet the expectations articulated in Section I.G.6 of this document for their current rank. Other factors as specified in section C1-3 of this document can be evaluated when considering if Departmental standards have been met.

The faculty member must be given the opportunity to review his or her file, including the PTR committee reports and the department chair's letter and indicate s/he has done so by signing the form in Appendix PT-1, before the file is forwarded to the dean. Information about the approval process and the form used to indicate approval is on page 13, section D-4. Procedures for requesting reconsideration are outlined on pages 13-14 of the University PTR Procedures.

The committee will consider the expectations for each rank in I.G.6. when evaluating the distribution of research, service and teaching. The faculty member being reviewed should provide a summary of their distribution of service, teaching and research in their self-appraisal and an explanation of how this distribution fits within their career goals.

The committee reports must include majority and minority views in cases where a unanimous decision is not reached.

5. Role of the Department Chair/Designee

Refer to pages 12 and 13 of the University PTR Procedures.

G. Procedures of PTR of Department Chairs/Unit Heads and Program Directors

For the review of the Department Chair, the Dean of MCECS will designate a person to fulfill the role of the immediate supervisor in these procedures.

H. Roles and Procedures for Administrative Review

Refer to guidelines on pages 14 and 15 of the University PTR Procedures.

I. The Professional Development Plan (PDP)

1. Summary of the PDP

Refer to the University PTR Procedures, pages 16 and 17 for complete description of PDP. PDP goals must be clear, objective and measurable.

The PDP is for faculty determined to not meet standards. The PDP can continue for up to three years with a fourth year available only under exceptional circumstances. Chair/Designee and faculty member jointly agree on PDP no later than 30 business days after PTR. See page 16 IX, B2 in the event that consensus cannot be reached.

2. The Role of the Dean

Refer to the University PTR Procedures, pages 14 and 15.

3. Progress and Resolution of PDP

Chair/designee and faculty meet for a check every six (6) months for the duration of the PDP. Chair specifies the basis for approving/denying an extension of PDP. Faculty member submits completed report to the department chair. If chair/designee and faculty agree objectives are met, a letter of completion and PDP report are forwarded to the dean.

If chair/designee and faculty member do not agree, the chair writes a letter to the dean indicating which objectives are not met. Faculty member may request in writing a conference with the chair within 10 working days of receipt of the chair's letter. The PTR candidate may provide additional materials for review. The chair may reverse decision and submit a revised letter to the dean.

If the faculty member refuses to comply with the PDP s/he may be subject to sanctions pursuant to Article 27. Refer to guidelines on page 16 of the University PTR Procedures.

If the chair and the dean agree PDP is complete, PTR salary increase will be effective the beginning of the next AY. The PDP and information on how it was fulfilled must be signed within 20 working days of completion.

4. Funding of PDP

Refer to the University PTR Procedures, page 18.

J. Assessment of PTR

A "Statement of Assessment of PTR" will occur after second year of review by an ad hoc committee of faculty senate members.

III. EVALUATION OF INSTRUCTIONAL NON-TENURE TRACK FACULTY IN CONTINUOUS EMPLOYMENT

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.

1. Selection of the NTT Faculty Review Committee

This NTTF Review Committee will consist of the CEE P&T committee and an additional NTTF faculty member that is elected concurrent with the P&T elections described in Section I.A of these departmental guidelines. The election will also include an alternate should the elected member be ineligible.

Any NTTF faculty member with at least 0.5 FTE appointment or higher is eligible for election to the committee. If there are fewer than two NTTF in CEE, NTTFs from other units may be considered. Preference will be given to other MCECS units.

When the elected NTTF faculty is not eligible because they themselves are under review then the alternate will serve on the review committee. If both the elected and alternate member are not eligible NTTF, then a NTTF from another unit may be appointed by the Department Chair to the review committee. Preference will be given to other MCECS units.

2. Criteria for Faculty Evaluation

The general criteria for retention, promotion, milestone, or post-milestone are:

- 1) Effective instruction.
- 2) Meaningful mentoring of undergraduate students.
- 3) Improvements in course and/or lab curriculum.
- 4) Efforts to remain current in the discipline with ongoing professional development activities.
- 5) Progress towards or maintaining a professional engineering license, as applicable.
- 6) Participation in departmental, college and university governance activities. 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.

The criteria in the University P&T Guidelines Section III. for Senior Instructor I, Senior Instructor II, Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice will be used for setting expectations of these faculty ranks.

For NTTF Instructional faculty hired prior to September 16, 2014, the criteria for promotion to Assistant Professor includes the criteria defined in the University P&T Guidelines Section III, and the following additions:

- The demonstrated ability to establish an independent, externally funded research agenda.
- Demonstrated effectiveness in the classroom and a collaborative and collegial approach to teaching.
- Participation in departmental administration and governance through service on department committees and related activities at the department, college, or university level.

B. Promotion Reviews

A promotion review conducted before the milestone review will serve as an annual review for that cycle.

The review of NTTF instructional faculty members will follow the procedures in the University P&T Guidelines, Section V. The evaluation will be conducted by the NTT Faculty Review Committee described in III.A.1 For NTTF Instructional faculty hired prior to September 16, 2014, the timelines for promotion at any point along the promotional path from Instructor through Professor shall not apply

For NTTF Instructional faculty hired prior to September 16, 2014, a Senior Instructor I who has opted for promotion to Assistant Professor retains the right to be considered for promotion to Senior Instructor II (if they so request) if their application for promotion to Assistant Professor is unsuccessful. They should be considered for promotion to Senior Instructor II in the same cycle, with the same promotion packet, and by the same P&T committee. Should their application for Senior Instructor II be unsuccessful, they should retain the ability to apply for promotion to Assistant Professor and/or Senior Instructor II in future cycles

C. Annual Review

NTTF 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.

If an NTT Instructional Faculty who hold annual contracts in CEE during a probationary period also has an appointment in another unit, the chairs of both units in consultation with the faculty member will mutually decide which unit will be responsible for the evaluation. In general, the unit with the larger share of the NTT faculty's overall effort should manage the evaluations. The Department Chair will be responsible for obtaining this agreement and notifying the faculty. If a mutual decision cannot be reached, the dean or designee, or the Provost or designee, in the case of multiple colleges, will make a determination.

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, and
- Evidence of service activities related to the unit mission.

1. Procedures for Annual Review

The faculty member will provide documentation to the NTTF Review Committee as described in Section III.B of these departmental guidelines. If requested by the faculty member, the NTTF Review Committee will meet with the faculty member prior to completing the written review. The review material shall be submitted to the NTTF Review Committee by the first week of October so that a review may be completed by the end of calendar year.

The NTTF Review Committee will provide a written review of the faculty member's annual performance and forward to the Department Chair. The Department Chair may also provide a written review for the faculty member's file. The Department Chair will meet with the faculty member to discuss the results of the written review (s).

The written review(s) provided by the NTTF Review Committee and/or the Department Chair will specifically evaluate the faculty in meeting the criteria. The faculty member may submit a written response to the review(s) that that will be attached to the review file.

D. 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, an NTT instructional faculty member is to be awarded a continuous appointment or provided twelve (12) months' notice of termination of employment.

E. 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.

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).¹⁶ 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; and
- The annual self-appraisals prepared by the faculty member.

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.

1. Procedures for Milestone Review

Refer to University P&T Guidelines, Non-Tenure Track Instructional Positions- Continuous Appointment Related Evaluations, Section H.

F. 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.

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; and
- Evidence of service activities related to unit mission.

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.¹

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.

G. Conditions Under Which Continuous Employment May be Terminated

Refer to the AAUP CBA, Article 18, Sect. 2(e) (pgs. 23-24).

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

APPENDIX A:

Summary of Criteria for Promotion to Associate and Professor for External Reviewers

Department of Civil and Environmental Engineering Portland State University

At Portland State University, candidates shall specifically be evaluated for promotion and or the award of tenure in the following specific areas:

- Research and Other Creative Activities
- Teaching, Mentoring, and Curricular Activities
- Community Outreach
- Governance and Other Professionally-Related Service

The relevant University guidelines and Departmental-specific criteria are summarized here for external reviewers. In general, external reviewers need only comment on research and service components unless asked explicitly in the review request letter.

Criteria

Promotion to Professor:

The University Guidelines state "A faculty member will normally not be considered for promotion to Professor until the fourth year in rank as an Associate Professor. Exceptions will be made only in extraordinary cases. Consideration for the promotion immediately upon eligibility should occur only on the basis of extraordinary achievement. Length of time in rank is not a sufficient reason for promotion.

Promotion to the rank of Professor requires the individual to have made significant contributions to knowledge as a result of the person's scholarship, whether demonstrated through the scholarship of research, teaching, or community outreach. The candidate's scholarly portfolio should document a record of distinguished accomplishments using the criteria for quality and significance of scholarship (see II. D²). Effectiveness in teaching, research, or community outreach must meet an acceptable standard when it is part of a faculty member's responsibilities. Finally, promotion to the rank of professor requires the faculty member to have provided leadership or significant contributions to the governance and professionally-related services activities of the university."

In addition to the general University criteria, CEE requires candidates being considered for promotion to Professor demonstrate:

- Development of a national and/or international reputation for excellence in research and sustained and substantial impact in the field of scholarly agenda.
- Significant contributions to the evolution and improvement of the department's curriculum and a sustained record of advising and mentoring of graduate students leading to completion of their degrees.
- Leadership in service to the department, college, and university as well as to the profession at the national or international scale in areas aligned with scholarly agenda.

Promotion to Research Professor:

In addition to the general University criteria, CEE requires candidates being considered for promotion to Research Professor to demonstrate:

² See page 8-10 of the University P&T Guidelines ([link](#))

- Development of a national and/or international reputation for excellence in research and sustained and substantial impact in the field of scholarly agenda.

Promotion to Associate Professor with indefinite tenure:

The University Guidelines state "A faculty member will not be eligible for consideration for promotion to Associate Professor until the third year in rank as an Assistant Professor. In the usual course of events, promotion to Associate Professor and granting of indefinite tenure should be considered concurrently, in the sixth year in rank as an Assistant Professor. Exceptions which result in the consideration for the promotion immediately upon eligibility should occur only on the basis of extraordinary achievement. Length of time in rank is not a sufficient reason for promotion

Promotion to the rank of Associate Professor requires the individual to have made contributions to knowledge as a result of the person's scholarship, whether demonstrated through the scholarship of research, teaching, or community outreach. High quality and significance (see II.D³) are the essential criteria for evaluation. Effectiveness in teaching, research, or community outreach must meet an acceptable standard when it is part of a faculty member's responsibilities. Finally, promotion to the rank of Associate Professor requires the faculty member to have performed his or her fair share of governance and professionally-related service activities of the University."

In addition to the general University criteria, CEE requires candidates being considered for promotion to Associate Professor demonstrate:

- Intellectual leadership in the development of an independent, externally funded research agenda.
- Demonstrated effectiveness in the classroom and a collaborative and collegial approach to teaching, including advising of graduate students toward the completion of their degrees.
- Participation in departmental administration and governance through service on department committees and related activities at the department, college, or university level.

Promotion to Associate Research Professor:

In addition to the general University criteria, CEE requires candidates being considered for promotion to Associate Research Professor to demonstrate:

- Intellectual leadership in the development of an independent, externally funded research agenda.

Documentation

CEE recognizes registration as a Professional Engineer as an academic accomplishment that demonstrates mastery of existing knowledge. To document the quality and significance of scholarship of the candidates in described in the criteria CEE guidelines have the following expectations:

Research and Other Creative Activities

Intellectual leadership, reputation in the research area, and impact of their work is typically demonstrated by evidence of some or all of the following:

- Publication of and citations of peer-reviewed publications,
- Submission of proposals for sponsored research projects,
- Supervision of graduate student project/thesis/dissertation,
- Presentation of technical papers at conferences, and
- Research results in design standards, criteria, or projects.

Teaching, Mentoring, and Curricular Activities

³ See page 8-10 of the University P&T Guidelines ([link](#))

Evidence of effectiveness, a record of continuous improvement, and connections to the research activities is typically demonstrated by evidence of some or all of the following:

- Effective teaching,
- Curriculum, laboratory, and course development, particularly in the candidate's field,
- Professional mentoring of students, and
- Participation in assessment activities for accreditation.

Community Outreach

If documentation of community outreach is included, it should highlight the service to the community through engineering-related activities (e.g., participation on government boards in the candidate's field).

Governance and Other Professionally Related Service

The level of effort and the impact the candidate's participation is typically demonstrated by evidence of some or all of the following:

- University, college, and department committees/assignments,
- Activities with national or international academic/professional societies, and
- Activities with regional/local professional societies.