

PORTLAND STATE UNIVERSITY

SCHOOL OF FILM

**POLICIES AND PROCEDURES FOR THE EVALUATION OF FACULTY FOR TENURE,
PROMOTION, CONTINUOUS APPOINTMENT, POST-TENURE REVIEW, AND MERIT
INCREASE**

POLICIES AND PROCEDURES FOR THE EVALUATION OF FACULTY FOR TENURE, PROMOTION, CONTINUOUS APPOINTMENT, POST-TENURE REVIEW, AND MERIT INCREASE

Approved by the faculty, June 1, 2018

The faculty of the School of Film at Portland State University, recognize and endorse the guidelines for promotion and tenure set forth in the *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases*. The school guidelines are an interpretation of and subordinate to the university guidelines. All full-time faculty members will follow criteria, guidelines, and deadlines as specified by the school, college, and university, including the annual review process for tenure-track and tenured faculty (TT). In addition to the university guidelines, we wish to define more specifically what we recognize as important for the evaluation of a TT or a non-tenure track faculty continuous appointment (NTTF-CA) colleague who seeks tenure, promotion, continuous appointment, post-tenure review, and/or merit increases.

MISSION STATEMENT

The primary goal of the School of Film at Portland State University is to generate and sustain excellence within our fields and to unite professional training in all aspects of film production with a deep understanding of film theory and scholarship. We ask students to engage with material that presents a wide range of academic and artistic challenges through critical thinking and hands-on practice. As such, the School of Film understands itself to work within the scholarly and pedagogical traditions of a liberal arts education. As part of an urban university, the School of Film acknowledges its responsibility to support the interaction of students, faculty, and community through activities that enhance the educational experience, provide opportunities for professional development, and enrich the cultural life of the city and the region.

RANKS

The School of Film will use the faculty rank structure as outlined in the *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases*. See Appendix A.

MENTORS

Newly appointed TT faculty and NTTF-CA faculty members shall be assigned a faculty mentor by the school director; mentors for TT faculty shall be tenured, and mentors for NTTF-CA faculty members shall be tenured or tenure-track.

BASIC RESPONSIBILITIES

All full-time faculty shall contribute to and promote the school's mission, visibility, and prominence and should promote and embody the values of equity and inclusion in their research, teaching, and practice. All full-time faculty members shall keep abreast of developments in their fields to remain professionally active throughout their careers, attend all faculty meetings, and hold regular advising and office hours. All TT faculty shall participate in student recruitment, curriculum development, and shall maintain an up-to date Promotion and Tenure File (which includes all evidence of scholarly and professional achievement central to a faculty member's Scholarly Agenda). All faculty members will participate in course surveys conducted each quarter, the results of which will be a part of the evaluation process. An acceptable standard of achievement is required in all areas, as per the university guidelines, Article II, Section A.

SCHOLARLY/CREATIVE AGENDA

With the help of the mentor and the director, the newly appointed faculty member shall be responsible for developing a written scholarly/creative agenda that is consistent with their appointment within the first two quarters of year one of their appointment. The scholarly/creative agenda will be updated and revised as needed by the faculty member in consultation with their mentor and the director.

CRITERIA

We affirm the primacy of scholarship as the main mission of the university and regard this as the paramount consideration in recommending TT faculty for promotion and tenure. Scholarship is defined by the university in *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases, A. Overview of Faculty Responsibilities*:

The task of a university includes the promotion of learning and the discovery and extension of knowledge, enterprises which place responsibility upon faculty members with respect to their disciplines, their students, the university, and the community. The university seeks to foster the scholarly development of its faculty and to encourage the scholarly interaction of faculty with students and with regional, national, and international communities. Faculty have a responsibility to their disciplines, their students, the university, and the community to strive for superior intellectual, aesthetic, or creative achievement. Such achievement, as evidenced in scholarly accomplishments, is an indispensable qualification for appointment and promotion and tenure in the faculty ranks. Scholarly accomplishments, suggesting continuing growth and high potential, can be demonstrated through activities of:

- Research, including research and other creative activities
- Teaching, including delivery of instruction, mentoring, and curricular activities
- Community outreach

Research, teaching, and community outreach are accomplished in an environment that draws on the combined intellectual vitality of the department and of the university. Department faculty may take on responsibilities of research, teaching, and community outreach in differing proportions and emphases. Irrespective of the emphasis assigned to differing activities, it is important that the quality of faculty contributions be rigorously evaluated and that the individual contributions of the faculty, when considered in aggregate, advance the goals of the department and of the university.

Effectiveness in teaching, research, or community outreach, when it is part of a faculty member's responsibilities, must meet an acceptable standard as determined by the faculty in each unit and approved by the university. In addition, each faculty member is expected to contribute to the governance and professionally related service activities of the university, school/college, and department, as appropriate. All tenure-track faculty have a further responsibility to conduct scholarly work in research, teaching, or community outreach in order to contribute to the body of knowledge in their field(s).

Earning tenure in the School of Film is determined by the faculty member's ability to balance the different aspects of scholarship identified by the university. All candidates shall have an outstanding achievement record in at least two of the following areas to be tenured in the school: **1) Research and Creative Activities; 2) Teaching, Advising, Mentoring, and Curricular Activities; 3) Governance and Other Professionally Related Service.** Additionally, candidates shall demonstrate a satisfactory achievement record in the remaining area, and in the additional area of **4) Community Outreach.**

Research and Creative Activities

For tenure and/or promotion, evidence of regional, national and/or international recognition for research/creative activities shall be demonstrated by the candidate. In considering outstanding achievement in research/creative activities, the school considers the qualities of originality, scope, depth, excellence, and significance. Publications must be published or accepted for publication through final peer-review by the time the candidate's file is submitted to the school's Promotion and Tenure Committee. Film or media work must be completed by the time the candidate's file is submitted to the school's Promotion and Tenure Committee. A candidate is responsible for outlining within their self-appraisal narrative their specific contribution to any collaborative project, be that a co-written/co-edited work, or joint production. Applying for and obtaining external funding for one's research/creative activities is valued, and success in seeking grant support will serve as evidence of recognition in one's field. The school recognizes, however, the relative scarcity of external grant support in our fields, so lack of grant support does not weigh negatively against the candidate. Non-peer-reviewed material may enhance the faculty member's record, but will not substitute for peer-reviewed material. Outstanding achievement in research/creative activities include a significant combination of the following:

- curation, organization, or programming of a film or media program or exhibition
- editorial work for a peer-reviewed journal
- grant-writing and grant submission (funded, unfunded)
- handling of a film or media work by distributors, or licensing of a film or media work or a script
- honors and awards for research and creative activities
- peer-review or external program review of other programs, schools, departments
- peer-review of other professionals
- presentations at professional conferences
- proposal writing and proposal submission in response to an RFP from a governmental or non-governmental organization (accepted or not accepted)
- public dissemination of a film or media work (at least 15-20 instances in curated exhibitions), including one-time exhibitions of works created for a specific venue (ex. installations of massive media, embedding of projects in websites to serve a specific audience)
- publication of an edited book collection with a press that conducts a peer-review process
- publication of book, film, and/or media reviews
- publication of one book with a press that conducts a peer-review process
- publication of three to five peer-reviewed essays in journals or book collections
- published reviews of a film or media work or a script
- references to a film or media work or a script in peer-reviewed journals and books
- service on advisory and professional boards
- sole or joint authorship of a film or media work or a script (2-3 short form films or media projects, 1-2 long form films or media projects, or 3-5 feature length scripts)

Teaching, Advising, Mentoring, and Curricular Activities

As part of their basic responsibilities, faculty will teach assigned courses in accordance with the Notice of Appointment and keep regular office hours for the purpose of class-related meetings and advising students. NTTF-CA faculty will be evaluated in relation to advising only if specified in the Notice of Appointment. All faculty members shall participate in course surveys conducted each quarter with results to be a part of the evaluation process. TT faculty are responsible for curriculum decisions, including curriculum revision, new courses, and any curriculum matters covered by shared governance. All TT faculty are expected to participate in curricular activities and meetings, including meetings to discuss curriculum revision, course standards, and faculty expectations; NTTF-CA faculty may be asked to participate in these meetings. Evidence of effectiveness and outstanding achievement in teaching, advising, mentoring, and curricular activities includes a significant combination of the following:

- sample course syllabi, exams, and assignments that highlight the candidate's ability to design courses, innovate classroom and pedagogical practices, and incorporate evaluation feedback from mentors and/or classroom observations
- honors and awards for teaching
- new course design
- student evaluations
- classroom observations
- participation in curriculum revision and curricular initiatives
- participation in teaching, curricular, and/or pedagogy workshops, committees, and related initiatives
- participation in advising
- mentorship of current students and alumni toward professional/career goals
- creation/oversight of visiting lecture series, workshops, and other extracurricular activities and events
- participation in prospective and new student outreach and recruiting activities

Community Outreach

TT faculty will demonstrate evidence of outreach into the community through:

- professional services to community organizations
- service on advisory boards
- secondary education outreach
- creation of community events
- substantive contributions to public policy
- involvement with fundraising initiatives for the school, the college, and the university

Governance and Other Professionally Related Service

All TT faculty members shall serve the school, the college, the university, and our professional fields through committees, administrative appointments, and other related responsibilities, except tenure-track faculty in the first year of appointment.

EXTRAORDINARY ACHIEVEMENT

Tenure typically is considered in the sixth year of a tenure-track appointment, with a tenure decision to be determined prior to the beginning of the seventh year. A faculty member typically will not be considered for promotion to Professor until the fourth year in rank as an Associate Professor, and 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. For consideration to award tenure earlier and/or for promotion to Professor, a candidate must demonstrate extraordinary achievement that clearly exceeds expectations for outstanding achievement in **Research and Creative Activities; Teaching, Advising, Mentoring, and Curricular Activities; Governance and Other Professionally Related Service;** and an outstanding achievement record in **Community Outreach**.

PROCEDURES FOR MERIT INCREASES

Merit will be awarded when outlined in the *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases*. The Promotion and Tenure Committee shall serve as the Merit Award Committee for the school under the guidelines specified by the Office of Academic Affairs. In order to be considered for merit pay, a candidate must demonstrate extraordinary achievement that clearly exceeds expectations for outstanding achievement in at least two of the following areas: **Research and Creative Activities; Teaching, Advising, Mentoring, and Curricular Activities; and Governance and Other**

Professionally Related Service. The committee shall make recommendations to the director. To be considered for merit increases, a faculty member must submit a written request for consideration along with their file to the committee.

PROCEDURES FOR MAKE-UP OF PROMOTION AND TENURE COMMITTEE

The school's Promotion and Tenure Committee shall have as its members four tenured faculty members: three voting members and one alternate. The committee will review TT and NTTF-CA faculty for tenure, continuous appointment, and promotion. Should there be more than one NTTF-CA faculty in the school, then one NTTF-CA faculty member shall also serve on the review committee for NTTF-CA faculty members. If the school has only one NTTF-CA faculty who is being reviewed, the school will add an NTTF-CA faculty member from another unit in the college or another college if necessary. The term of service for members will be three years with the election of one new member each year on a rotational basis. (In the committee's first year, faculty members shall be elected in staggered terms to ensure the committee does not have complete turnover.) Once formed, the committee will elect a chair from within the committee. The election for committee members shall be by secret ballot and take place in the May faculty meeting for the committee assignment of the following year. Each committee member shall have a full vote. No faculty member shall be involved in discussions, meetings, or votes related to their own case, and in such instances, must be replaced by the alternate member of the committee. A majority vote of the committee is required for tenure, continuous appointment, and promotion.

The duties of the chair of the committee shall be as follows:

- to collect the names of external reviewers and coordinate with reviewers as per university guidelines
- to see that the guidelines are followed
- to communicate the committee's decision and to forward the candidate's dossier to the director

PROCEDURES FOR FACULTY VOTE ON TENURE AND/OR PROMOTION, OR CONTINUOUS APPOINTMENT AND/OR PROMOTION

During the review period in which a faculty member applies for tenure and/or promotion, tenured faculty shall review the faculty member's file. The chair of the Promotion and Tenure Committee shall provide each tenured faculty member with a secret ballot to vote. During the review period in which a faculty member applies for continuous appointment and/or promotion, all TT faculty and any NTTF-CA faculty already with continuous appointment shall review the faculty member's file. The chair of the Promotion and Tenure Committee shall provide these faculty members with a secret ballot to vote. The chair of the committee shall tally ballots in the presence of the director and give the numerical totals to the Promotion and Tenure Committee. The committee shall include the results of the vote within their recommendation to the director, and the committee shall not vote in this review.

PROCEDURES FOR FACULTY REVIEW FILE ASSEMBLY AND SUBMISSION FOR TENURE, PROMOTION, CONTINUOUS APPOINTMENT, POST-TENURE REVIEW, AND MERIT INCREASE

Review files shall include:

- a narrative summary of the faculty member's work conducted during the review period that addresses each of the four criteria listed above, or in the case of NTTF-CA faculty, areas included in Notice of Appointment
- appropriate evidence in support of the narrative summary
- a current curriculum vitae following the PSU format found in *Portland State University Policies and Procedures for the Evaluation of Faculty for Tenure, Promotion and Merit Increases*

- previous review letters
- classroom visitation letters
- student evaluations

The review schedule will follow the calendar published by the university, by the College of the Arts, and by the school. TT faculty seeking tenure and/or promotion shall submit names of external peer reviewers in the spring prior to the review year to the chair of the Promotion and Tenure Committee. TT faculty seeking tenure and/or promotion shall submit a summary of scholarly/creative activities and supporting material to the chair of the Promotion and Tenure Committee by June 1 in the year prior to review so that the chair will be able to send out this material to external peer reviewers. TT faculty shall follow the university and college timeline for the submission of the entire file to the Promotion and Tenure Committee the following fall in which the review will take place. Non-tenure track faculty members shall follow the university and college timeline for the submission of files to the Promotion and Tenure Committee.

ADDITIONAL PROCEDURES FOR THE EVALUATION OF INSTRUCTIONAL NON-TENURE TRACK FACULTY IN CONTINUOUS EMPLOYMENT

School Authority and Responsibility

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

Annual Review

NTTF-CA 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 Notice of Appointment. NTTF-CA faculty members shall follow the university and college process and timeline for annual review. The School of Film director will work with the chair/director of other programs to determine the unit that will review faculty who hold annual contracts with more than one unit during a probationary period. 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.

Timing for Continuous Employment Consideration and Appointment

In the sixth year of the probationary period, NTTF-CA 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, NTTF-CA instructional faculty members are to be awarded a continuous appointment or provided twelve (12) months' notice of termination of employment.

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. The milestone review will follow the university, college, and school guidelines and reflect the Notice of Appointment for NTTF-CA faculty. All candidates must have an outstanding achievement record in **Teaching** to be awarded continuous appointment.

Procedures for Milestone Review

Refer to university guidelines, Non-Tenure Track Instructional Positions-Continuous Appointment Related Evaluations, Section H.

Evaluation Following Continuous Appointment

NTTF-CA faculty members 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 follow the school requirements for review files submitted to the Promotion and Tenure Committee.

In the event of an unsatisfactory evaluation, the faculty member, the school director, and the review committee will meet to discuss the deficiencies identified in the review. Following the meeting, the director 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 director 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.

Progress on the remediation plan is to be assessed and communicated on a regular basis during the subsequent academic year. At a minimum, the director 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 director 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 director can determine that the remediation plan has been successfully completed, at which time the director 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 director is to notify the faculty member whether the remediation plan has been successfully completed. If the plan has not been successfully completed, the director 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 director 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.

Conditions Under Which Continuous Employment May be Terminated

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

PROCEDURES FOR POST-TENURE REVIEW

I. 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 a collegial, faculty-driven process that supports faculty development;

- to recognize and motivate faculty engagement

II. Guidelines and Eligibility

AAUP-represented tenured faculty members and tenured unit heads and program directors in the School of Film 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.

III. Funding of Post-Tenure Review Salary Increases

Refer to PTR Procedures, pages 7 and 8.

IV. Post-Tenure Review Cycle and Timelines

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

V. Departmental Authority and Responsibility

For any faculty with appointments between the School of Film and another area, prior written agreement will establish the area to complete PTR. For more information regarding departmental responsibility in the PTR process, refer to PTR Procedures, pages 9 and 10.

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

A. Notification

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

B. Dossier

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

C. Post-Tenure Review Committee

1. Composition

The School of Film shall create a PTR Committee for each faculty member under review by the first Friday in October. This committee will consist of three tenured faculty members. The tenured members of the school's Executive Committee will select one member of the committee from a list of three faculty members submitted by the faculty member under review. The tenured members of the school's Executive Committee will select the two remaining members of the PTR committee; members of the Executive Committee undergoing PTR will not participate in these selections for their own cases. PTR committees in the School of Film may include at least one faculty member from outside of the school. Once formed, the PTR committee will elect a chair of the committee.

2. Committee Review Procedures and Criteria

Refer to details on page 11 of the PTR Procedures.

The School of Film will use the four areas outlined in our promotion and tenure guidelines and the procedures for classroom observations as the basis for faculty PTR, and the faculty dossier submitted for PTR must address these areas. The School recognizes that changes in the distribution of service, teaching and research may shift over time. These distribution changes will be evaluated using the same four criteria as above.

The PTR committee shall submit the written report and PTR decision to the school director by the end of October, as stipulated in the PTR Procedures, pages 3 and 8 respectively. The committee reports must include majority and minority views in cases where a unanimous decision is not reached.

The faculty member must be given the opportunity to review their file, including the PTR committee reports and the school director's letter and indicate that they have 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 PTR Procedures.

D. Role of the School Director

Refer to pages 12 and 13 of the PTR Procedures.

VII. Procedures for PTR of School Directors

Since the immediate supervisor of the Director of the School of Film is the Dean of the College of the Arts, the Dean must designate a person to fulfill the role of the immediate supervisor.

VIII. Roles and Procedures for Administrative Review

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

IX. The Professional Development Plan (PDP)

A. Summary of PDP

Refer to the 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. Director/Designee and faculty member jointly agree on PDP no later than 30 business days after PTR. See page 16 IX, B2 in the event consensus cannot be reached.

B. The Role of the Dean

Refer to PTR Procedures, pages 14-15.

C. Progress and Resolution of PDP

Director/designee and faculty meet for a check every six (6) months for the duration of the PDP. Director specifies the basis for approving/denying an extension of PDP. Faculty member submits completed report to school director. If director/designee and faculty agree objectives are met, letter of completion and PDP report are forwarded to dean. If director/designee and faculty member do not agree, director writes letter to dean indicating which objectives are not met. Faculty member may request in writing a conference with director within 10 business days of receipt of director's letter. The PTR candidate may provide additional materials for review. Director may reverse decision and submit revised letter to dean. If faculty member

refuses to comply with PDP they may be subject to sanctions pursuant to Article 27. Refer to guidelines on page 16 of the PTR Procedures.

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

D. Funding of PDP

Refer to the PTR Procedures, page 18.

Appendix A

RANKS

The academic ranks in the faculty and the minimum criteria for each rank are:

Emeritus: The Emeritus rank may be awarded upon retirement in recognition of outstanding performance. The Emeritus rank may be awarded upon retirement in recognition of outstanding performance to TT faculty and NTTF-CA faculty.

Professor: A tenure track position. 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. 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.

Associate Professor: A tenure track position. 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 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.

Assistant Professor: A tenure track position. Appointees to the rank of Assistant Professor ordinarily hold the highest earned degree in their fields of specialization. Rare exception to this requirement may be made when there is evidence of outstanding achievements and professional recognition in the candidate's field of expertise. In most fields, the doctorate will be expected.

Senior Instructor II: Normally, a faculty member will not be eligible for promotion to Senior Instructor II until the completion of the third year in rank as a Senior Instructor I at PSU. Recommendations for early promotion in cases of extraordinary achievement can be made at the department's discretion. Length of time in rank is not a sufficient reason for promotion. Promotion to Senior Instructor II is based on such criteria as: demonstrated expertise in the development and delivery of new instructional materials; ongoing engagement with the pedagogy of the discipline; ability to play a lead role in assessment and curriculum design; demonstrated excellence in advising and mentoring; ongoing engagement with the profession; evidence of the application of professional skills

and knowledge outside the department as demonstrated by activities such as professionally-related university and community engagement and scholarly or creative activity that contributes to knowledge in one's field and, where appropriate, the community; evidence of ability to work effectively with individuals from and topics related to diverse populations; and effective participation in departmental, college/school and university governance as appropriate to assignment and contract.

Senior Instructor I: Normally, a faculty member will not be eligible for consideration for promotion to Senior Instructor I until the completion of the third year in rank as an Instructor at PSU. Recommendations for early promotion in cases of extraordinary achievement or special circumstances can be made at the department's discretion. Length of time in rank is not a sufficient reason for promotion. Promotion to Senior Instructor I is based on criteria such as: quality of instruction, as determined by classroom observation, assessment of student-learning outcomes, and review of student evaluations and course materials; expertise in the discipline, as demonstrated by activities such as ongoing revision of course materials, curricular innovations, participation in continuing education, conferences, and other professional activities; evidence of ability to work effectively with individuals from and topics related to diverse populations; and participation in departmental, college/school, and university governance as appropriate to assignment and contract.

Instructor: A non-tenure track faculty appointment for individuals whose responsibilities are primarily devoted to academic instruction. Such appointments include teaching, advising, and mentoring expectations congruent with creative and engaged instruction. Normally, this appointment requires an advanced degree in the field of specialization

Fellow: This rank may be used in a variety of cases when individuals are associated with the institution for limited periods of time for their further training or experience.