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SR-13-14-72 FPC/EC/FSAT

Marshall University

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**THE FACULTY SENATE FACULTY PERSONNEL COMMITTEE, THE
FACULTY SENATE EXECUTIVE COMMITTEE, AND THE FACULTY
SALARY ADJUSTMENT TEAM
RECOMMENDATION**

SR-13-14-72 FPC/EC/FSAT

Recommends approval of the attached policy package which includes revisions to the Marshall University Board of Governors Policy Numbers AA-7 Salary Increases for Tenured and Tenure-track Faculty, AA-22 Annual Evaluation of Faculty, AA-26 Faculty Promotion, AA-27 Faculty Promotion Salary Increase, and AA-28 Faculty Tenure, and the addition of new MUBOG Policy AA-45. New language is indicated in **bold** and deleted language indicated with ~~strikethrough~~.

RATIONALE:

These changes have been developed as a result of over four years of combined work of the Faculty Senate's Faculty Personnel Committee, the Faculty Salary Adjustment Team, the Faculty Senate's Executive Committee, and the University Administration. The package of policy changes complement each other, harmonize with each other, and the language in each policy is in greater agreement. Provisions for periodic reviews are included in the proposed policies. A brief summary of the changes is as follows:

AA-7: Changes include (1) a 5% salary increase for probationary tenure-track faculty who receive an exceptional rating at their pre-tenure review; (2) a provision for general salary raise pools to be distributed to each academic unit (college/school) in proportion to each academic unit's base salary pool, (3) a requirement that said distributions be made within each academic unit based on 100% merit according to that unit's merit criteria, (4) a provision to allow for an equity adjustment to be made for circumstances of salary compression or inversion, in which a faculty member's dean and chair/director may recommend a salary adjustment to the Chief Academic Officer, which takes into account that faculty member's history of meritorious performance, and (5) a provision for base salary minimums and minimum promotion increments for Assistant Professor, Associate Professor, and full Professor ranks.

AA-22: Removes only salary language that is superseded by the revised AA-7 policy—all else in AA-22 remains unchanged.

AA-26: Provides that specific promotion criteria and procedures should be developed at the lowest possible levels. Links the first promotion to tenure, so that they occur simultaneously and that promotion will not be given without having tenure approved, increases the time between promotions by one year so that a faculty member applies in his/her sixth year since being hired or since the previous promotion. Includes provisions

for renegotiation of promotion and tenure dates. Provides for a 5% salary increase as explained in AA-7.

AA-27: This policy is superseded by AA-7 revisions and is being retired.

AA-28: As with AA-26, this policy provides that specific tenure criteria and procedures should be developed at the lowest possible levels. Links the first promotion to tenure. Includes future promise and university citizenship as criteria to be considered in the tenure decision, in addition to teaching and advising, scholarly and creative activity, and service, again with criteria to be developed at the lowest possible levels. Includes provisions and approvals for renegotiation of promotion and tenure dates.

AA-45: This policy is similar to AA-7, but applies to full-time non-tenure-track library and clinical faculty.

NOTE: In all the above policies, the words "Chief Academic Officer" refer to the Dean of the School of Medicine, the Dean of the School of Pharmacy, or to the Senior Vice President for Academic Affairs and Provost for all other academic units.

FACULTY SENATE CHAIR:

APPROVED BY THE

FACULTY SENATE: Eldon R. Larsen DATE: March 27, 2014

DISAPPROVED BY THE

FACULTY SENATE: _____ DATE: _____

UNIVERSITY PRESIDENT:

APPROVED: [Signature] DATE: April 2, 2014

DISAPPROVED: _____ DATE: _____

COMMENTS: _____

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-7

Salary Increases for Tenured and Tenure-track Faculty

1 General Information.

- 1.1 Scope: Policy regarding the distribution of faculty salary increase funds to units and individuals.
- 1.2 Authority: W. Va. Code §18B-1-6
- 1.3 Passage Date: XXXX, 2014
- 1.4 Effective Date: **July 1, 2014.**
- 1.5 History: **Original date of passage and effective date was July 1, 2004. Amended November 13, 2006. Amended June 17, 2010. Amended on xxxxxxx, 2014 (upon passage of amended policy).**
 - 1.5.1 **This policy amends Marshall University Board of Governors Policy No. AA-7 (effective June 17, 2010).**
 - 1.5.2 This policy amends Marshall University Board of Governors Policy No. AA-7 (effective November 13, 2006) to add a section on alternative salary adjustment procedures.
 - 1.5.3 This policy amends Marshall University Board of Governors Policy No. AA-7, effective July 1, 2004 to change the title, add section 3.1, and enhance formatting.
 - 1.5.4 References: W. Va. Code §18B-8-3, Faculty salary policies; reductions in salary prohibited; salary increase upon promotion in rank, and §18B-8-3a, Institutional salary policies; distribution of faculty salary increases.
- 1.6 **References in this policy to “academic unit” refer to colleges and to college-like schools.**
- 1.7 **Objectives: To provide a balanced policy framework which allows tenured and tenure-track faculty to be compensated equitably with their discipline peers at other SREB Category 3 institutions and which rewards individual meritorious performance in the distribution of salary raises and adjustments.**

2 Policy. This policy in its entirety supersedes all other salary-increase-related Marshall University Board of Governors (MUBOG) policies that were in effect before the effective date of passage of this 2014 revision. NOTE: For the purposes of this policy, “Chief Academic Officer” refers to the Dean of the School of Medicine, the Dean of the School of Pharmacy, or the Senior Vice President for Academic Affairs and Provost for all other academic units.

- 2.1 Evaluation

- 2.1.1 Evaluation criteria each year are based on goals negotiated between faculty members and their supervisors. Faculty roles and percentages of work dedicated to each role may vary from year to year within established limits for each unit. **See MUBOG Policy AA-21 Faculty Workload Policy.**
- 2.1.2 Data gathered in evaluations will be used for promotion and tenure decisions as determined by each college/school/library. **For policies regarding faculty evaluations, see MUBOG Policy AA-22 Annual Evaluation of Faculty.**
- 2.2 Salary Increases
- 2.2.1 The first step in raise distributions is devoted to promotions. The institution will annually provide funds other than **the salary increase pool for the promotion increases specified in 3.1 of this policy.**
- 2.2.2 **All probationary tenure-track faculty members will be evaluated in a pre-tenure review according to the criteria used for promotion and tenure in their college/school and department/division. See the Greenbook, "Pre-Tenure Review." The date of this pre-tenure review must be stated in the initial offer of employment letter. A college/school may establish pre-tenure review procedures which vary from those used for a tenure application. An exceptional evaluation, i.e., the results of which exceed normal expectations as defined by the faculty member's college/school level and department/division-level tenure guidelines, when verified by the relevant Dean and the Chief Academic Officer, will result in a five percent (5%) salary increase. The institution will provide funds other than the salary increase pool for this purpose. See MUBOG Policy AA-28, Faculty Tenure.**
- 2.2.3 The salary raise pool of an academic unit will be the product of the percentage raise approved by the MUBOG and the total base salaries of that unit's tenured and tenure-track faculty. **For example, if the eligible faculty as a whole are to receive a 3% average salary raise, then each academic unit will receive a 3% increase in its eligible-faculty salary budget.**
- 2.2.4 **There are to be no salary increases of any kind for faculty members who have an OCR score of 2.50 or less. See MUBOG Policy AA-22 for OCR score calculations.**
- 2.2.5 **When an equity adjustment might be considered for circumstances of salary compression or salary inversion or salary inequities beyond a faculty member's control, the Chief Academic Officer, in consultation with that faculty member's Dean and Chair/director, may recommend salary adjustments. The faculty member, his/her Chair, or Dean may request this consideration. The faculty member's history of merit performance will be the primary consideration in the consultation and decision.**
- 2.2.6 **All raises are added to base salaries.**

2.3 Academic Unit Salary Raise Guidelines and Procedures

2.3.1 Each academic unit (college/school) will develop its own salary raise distribution guidelines and procedures in accordance with MUBOG Policy AA-22 Annual Evaluation of Faculty. Such guidelines must be 100% merit based, and may recognize various types of merit. Any academic unit's merit-based salary distribution guidelines must be approved by at least two-thirds of the academic unit's full-time, combined tenured and tenure-track faculty, and have the approval of the academic unit Dean and the Chief Academic Officer. An academic unit that has an already approved merit formulation does not need re-approval.

3 Salary increases for promotions and rank-related salary minimums

3.1 Tenured and probationary tenure-track faculty members who are awarded promotion shall receive a salary increase equal to \$6,300 for promotion from assistant professor to associate professor, \$7,400 for promotion from associate professor to professor, or ten percent (10%) of their base salary at each promotion, whichever is greater.

3.2 Eligible members of the faculty whose regular base salary is below specific minimums shall receive a salary adjustment to raise the base salary to the minimum. The minimum salaries are \$59,700 for professors, \$52,300 for associate professors, and \$46,000 for assistant professors.

3.3 Adjustments to the dollar values of these salary minimums and promotion increments may periodically be made by the MUBOG upon recommendation from the University President in consultation with the Faculty Senate Executive Committee.

3.4 For faculty on an appointment other than 9-months, these increases (in 3.1 and 3.2) shall be adjusted appropriately for the length of the appointment.

4 Exclusions

4.1 Clinical, term, and temporary faculty members are excluded from this policy's provisions.

4.2 The Schools of Medicine, Pharmacy, and Physical Therapy, and the Libraries are excluded from this policy. Each will develop guidelines and criteria for faculty salary adjustments. Such guidelines must be approved by relevant Deans, the Chief Academic Officer, and the University President.

4.3 Final determination of exclusions from this policy's provisions rests with the Chief Academic Officer of the university.

5 Alternative Salary Adjustment Procedures.

5.1 Upon recommendation from the president, the Board may approve an alternative procedure for distributing salary adjustments that does not follow the policy described in Section 2.

5.2 In such circumstances, a recommendation shall be presented to the Board by the president.

5.2.1 The recommendation should contain the following information:

5.2.1.1 A rationale for the alternative procedure;

5.2.1.2 A description of the methodology for adjusting faculty salaries;

5.2.1.3 Identification of the set of faculty for whom the alternative procedures shall apply;

5.2.1.4 The anticipated cost of such salary adjustments; and

5.2.1.5 The effective date for implementing such salary adjustments.

6 Assessment

6.1 To ensure that the objectives of this policy are being met, each college/school will conduct reviews of its salary policies and procedures at least once every three years. Modifications to improve the policy's accuracy, clarity, usefulness, and other factors found relevant, should be instituted. The Faculty Senate's Faculty Personnel Committee will conduct a review of this policy at least once each five years, and recommend any changes it deems necessary to ensure that the objectives of this policy are being met.

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-22

ANNUAL EVALUATION OF FACULTY

1 General Information.

- 1.1 Scope: Academic policy regarding the annual evaluation of faculty -- the implementation, application and internal procedures for market equity, merit processes, and planning.
- 1.2 Authority: W. Va. Code §18B-1-6
- 1.3 Passage Date: March 8, 2006
- 1.4 Effective Date: **July 1, 2014**
- 1.5 Controlling over: Marshall University
- 1.6 History: This section has been revised by the Faculty Evaluation and Compensation Committee as a result of changes to Series 9 dated January 10, 2004. (SR-04-05-(12) 69 FECAHC)
Original date of passage and effective date was March 8, 2006. Amended on xxxxxxx, 2014 (upon passage of amended policy).

2 Policy

- 2.1 The evaluation process
- 2.2 The evaluation calendar will run from January to December in order to compress the time between evaluation and awarding of promotion, tenure and merit.
- 2.3 Faculty in consultation with and approval of their chairs/deans will file annual planning pages in January.
 - 2.3.1 Faculty will outline the roles in which they anticipate being evaluated. For example in a particular year a faculty member may emphasize, teaching and advising activities, professional development and university service. In another year the evaluation emphasis may shift to teaching and advising and scholarly and creative activity.
 - 2.3.2 When the roles are determined faculty members will attach a percentage at which they want the roles to be weighted in their evaluations. The role percentages must fall within the ranges established by academic units. For example, a college set its range for teaching and advising at 25-75%. The faculty may elect to set 65% teaching and advising as their goal for activity in that role. Role percentages set by faculty must total 100%.
 - 2.3.3 Because the work of faculty in universities is fluid and varied from college to college it is possible that under some special circumstances a faculty member may be able to negotiate evaluative criteria outside of the ranges with the mutual agreement of the faculty member, the chair and the dean.
 - 2.3.4 If circumstances merit and with the mutual consent of faculty members and their supervisors, annual plans may be amended during the course of the evaluation year.

2.3.5 Over a number of years faculty may need to vary their activities in all roles in order to meet Greenbook and contractual obligations. That is, faculty may not repeatedly set teaching and advising at 90% and expect to meet promotion and tenure guidelines that require research and scholarly activity and service.

3 Appeals

3.1 In the event a faculty member and a chair are unable to negotiate a mutually acceptable annual planning page, the faculty member may appeal to the Dean, and then appeal, if necessary, to the Provost. A notice of the disagreement would go in the faculty file, and then the percentages would or would not be amended when the Dean's or Provost's decision is made.

3.2 With the annual planning page in place, faculty activities in their designated roles are evaluated by appropriate sources and the results recorded. Methods of data collection may vary among the different academic units on campus, and will require different techniques for the various roles identified.

3.3 Regardless of the data collection used, the end results of evaluation must be converted to a four-point scale, if not collected as such originally, that reflects the quality of performance and that corresponds to the following labels and corresponding definitions.

3.3.1 4 = Exemplary

3.3.1.1 This rating is given to those individuals who, during the rating period, consistently exceeded the institution's standards of professional performance. Individuals receiving this rating stand as exemplars of the highest levels of professional academic performance within the institution making significant contributions to their department, college, academic field and society.

3.3.2 3 = Professional

3.3.2.1 This rating is given to those individuals who, during the rating period, consistently met the institution's standards of professional performance. The individuals receiving this rating constitute those good and valued professionals on whom the continued successful achievement of the institution's mission, goals and objectives depends.

3.3.3 2 = Needs improvement

3.3.3.1 This rating is given to those individuals who, during the rating period, did not consistently meet the institution's standards of professional performance. This rating must be given with 1) specific feedback as to which standards of professional performance were not met, 2) suggestions for improvement, and 3) a written commitment to assist the individual in accessing resources required for improvement. Improvement in performance is required within the next evaluation period provided suggestions for improvement were made and necessary resources for improvements were provided.

3.3.4 1 = Unacceptable

3.3.4.1 This rating is given to those individuals who, during the rating period, did not meet the institution's standards of professional performance. This rating represents performance that is not acceptable and/or is inconsistent with the conditions for continued employment with the institution. Failure to meet these standards in any one of the three following ways will result in a rating of "Unacceptable."

3.3.4.1.1 Received a needs improvement rating the previous rating period but did not make the improvements required.

3.3.4.1.2 Consistently violated one or more of the institution's standards of professional performance.

3.3.4.1.3 Violated one or more of the standards of conduct as specified in the faculty handbook. (Arreola, R. A. (2000). Developing a comprehensive Faculty Evaluation System 2/e. Bolton, MA: Anker Publishing Co., Inc.)

3.3.4.1.3.1 Existing processes. Some colleges/schools have implemented well-developed evaluation criteria and methods. Those academic units may continue to use those systems as long as they include:

3.3.4.1.3.1.1 an annual plan,

3.3.4.1.3.1.2 an annual review, and

3.3.4.1.3.1.3 an end result reported on the university-wide scale of 4=exemplary, 3=professional, 2=needs improvement and 1=unacceptable.

3.3.4.1.3.1.4 If no evaluation process is in place, or if the existing process cannot be adapted to the four-point criteria a data gathering method will have to be devised.

3.4 At the end of the year (December) the ratings in each role will be collapsed into an Overall Composite Rating (OCR) with the individual role ratings being weighted according to the role percentages agreed upon in the annual plan.

3.4.1 Schools/colleges/libraries may use the OCR as a consideration in promotion if they wish and the rating can be used to track performance over time, to isolate problems and to guide faculty in areas that may need improvement.

3.4.2 Documentation of evaluations, completed ratings, matrixes and OCR calculations are the responsibility of individual faculty members, with verification by the chairs or deans.

4 The Market Equity Process

~~4.1 The typical method for determining market equity salary increases is as follows:~~

~~4.2 Step 1~~

~~4.2.1 Marshall's designated peer institutions average salaries by rank and discipline are extrapolated using (1) American Association of University Professors (AAUP) data for average salaries by institution and rank and (2) College and University Personnel Association (CUPA) data for average salaries by rank and discipline.~~

4.3 Step 2

4.3.1 The market salaries from step 1 are multiplied by the approved experience factors to determine an experience-adjusted market salary (or target salary) for each faculty member.

4.4 Step 3

4.4.1 Market equity salary increases are a portion of the gap between faculty members' existing salaries and their target salaries. Each faculty member's current salary is multiplied by a calculated percentage to yield an equity salary for that individual. The "calculated percentage" is the same for all faculty. It is set such that the total cost of raising all faculty salaries up to their respective equity salaries equals the funds available for that purpose.

4.4.2 All faculty with salaries below their equity salary will receive an increase to raise their salary up to their equity salary. They may also be eligible for merit increases if they meet merit qualifications.

4.5 Faculty with salaries above their equity salary do not receive an increase for market equity. They may be eligible for merit increases if they meet merit qualifications.

5 The Merit Process

5.1 The OCR calculated in the evaluation process will be used to determine merit raises.

5.2 OCRs will translate to the following values for purposes of merit raises.

5.2.1 3.51 – 4.00 = Exemplary

5.2.2 2.51 – 3.50 = Professional

5.2.3 1.51 – 2.50 = Needs Improvement

5.2.4 1.00 – 1.50 = Unacceptable

5.3 All faculty members in a college/school/library who are rated 2.51 or above are eligible for merit raises. Values in the thousandths place that fall at 0.005 and above are rounded up and values below that are rounded down. For example 2.755 rounds up to 2.76, while 2.7649 rounds down to 2.76.

~~5.4 Merit money will be distributed to each college/school/library in proportion to the number of full-time, tenure and tenure track and continuing appointments. The OCR for all faculty who qualify for merit in a unit will be summed, each qualifying rating will be divided by that sum, and, then, multiplied by the raise pool available in the unit. Merit raises will be added to base salaries.~~

5.5 Years without merit raises

5.5.1 In the absence of university wide merit raises, the next available merit raises will be based on faculty ratings that include all years without merit raises. In the years that merit monies are not available, averages of OCR's for the consecutive years without merit raises will determine merit distribution within academic units. This applies only to times in which the university as a whole does not receive merit funding, not to years in which individual faculty members may be denied merit increases.

6 System Review

6.1 The faculty evaluation and compensation process should be reviewed periodically to ensure reliability in reflecting faculty performance and fairness in awarding merit increases. Faculty Senate will convene an ad hoc evaluation and compensation review committee to examine the process and recommend any needed alterations or revisions. The first review should be completed by the end of 2006, recommendations should be submitted by the summer of 2007 and revisions implemented in 2008. Additional reviews will occur as requested by recommendation of the Faculty Senate.

7 Possible Categories and Activities of the Faculty Role

7.1 Following is a "menu" of possible faculty roles, components of those roles and specific activities that can be observed and measured for evaluation purposes. The percentages in parentheses were generated after soliciting input from faculty regarding the types of work they perform, consolidating the data and establishing floor and ceiling ranges based on their responses. Departments and colleges will establish parameters anywhere within these ranges, and faculty will negotiate goals within the department and college bounds. Workload and evaluation percentages do not necessarily have to be the same.

7.2 Faculty may select appropriate activities from the suggested lists, and they may add, with approval of their supervisors, activities not listed.

7.3 Overview of ranges

7.3.1 Administration 0% - 50%

7.3.2 Professional Development and Recognition 0% - 20%

7.3.3 Scholarship and Creative Work 5% - 70%

7.3.4 Librarianship 0% - 70%

7.3.5 Teaching 25% - 90%

7.3.6 Service

7.3.7 University Service 5% - 50%

7.3.8 Professional Service 0% - 25%

7.3.9 Community Service Discipline specific 0% - 25%

7.3.10 Community Service Non-Discipline specific 0% - 5%

7.3.11 The combination of 7.3.9 and 7.3.10 cannot exceed 25%

8 Administration: (0 – 50%)

8.1 Definition

8.1.1 Faculty may engage in administrative (organization, planning, management and implementation of program affairs, policies, personnel, or practices) activities as part of the faculty role. Activities might include the administration of a department, division, or program, whether for reassigned time or not. There must be a letter recognizing the

administrative assignment from the faculty member's supervisor, and there must be a performance evaluation that matches the numeric scale used in other role categories.

8.1.1.1 Possible components

8.1.1.1.1 Establishing and managing goals and policies

8.1.1.1.2 Budget management

8.1.1.1.3 Personnel management

8.1.1.1.4 Measurement and evaluation

8.1.1.1.5 Report writing

8.1.1.2 Possible activities that reflect the components

8.1.1.2.1 Activities in the job description for department or division head

8.1.1.2.2 Any university or college assigned activity that requires management, planning, or implementation of programs or duties (e.g. director of the WAC program, director of the Honors program)

8.1.1.2.3 Any activity managing programs, components, or services offered within a department or division (e.g. program coordinators, study abroad programs, clinic management or supervision, etc.)

8.1.1.2.4 Management of labs, equipment, supplies, and materials required for courses and other student work

9 Professional Development and Recognition (0-20%)

9.1 Definition

9.1.1 Activities that maintain or enhance the content expertise, research/creative work, or teaching abilities of the faculty member

9.1.1.1 Possible activities that reflect the components

9.1.1.1.1 Memberships in professional organizations

9.1.1.1.2 Conference attendance/participation

9.1.1.1.3 Obtaining advanced or multiple degrees

9.1.1.1.4 Continuing certification or licensure

9.1.1.1.5 Participation in faculty development programs

9.1.1.1.6 Acquiring new skills (e.g. technology, new teaching formats, new research methods, new creative abilities)

9.1.1.1.7 Participation in continuing education programs

9.1.1.1.8 Maintain private practice or business related to discipline and teaching area

9.1.1.1.9 Taking classes

9.1.1.1.10 Awards, recognitions, and prizes that recognize the faculty member's merit in any area of professional work

10 Scholarship and Creative Work (5 – 70%)

10.1 Definition

10.1.1 Activities which demonstrate a faculty member's discipline or content expertise in the discovery, acquisition, application, integration, synthesis or creation of knowledge and creative works

10.1.1.1 Possible components and activities

10.1.1.1.1 Evidence of continuing scholarly activity

10.1.1.1.1.1 On-going research activities

10.1.1.1.1.2 On going creative activities

10.1.1.1.1.3 Supervising student research (undergraduate or graduate); serving on thesis and dissertation committees

10.1.1.1.2 Performances

10.1.1.1.2.1 Performance in musical, media, or dramatic productions

10.1.1.1.2.2 Accompanist for faculty and student performances

10.1.1.1.3 Creative Productions

10.1.1.1.3.1 Created a musical, dramatic, or media work which was performed, exhibited, published, or broadcast

10.1.1.1.3.2 Designed or implemented the technical work for a musical, dramatic, or media production

10.1.1.1.3.3 Prepared official publications or newsletters, including the writing and editing of articles

10.1.1.1.3.4 Created displays, exhibits, and bulletin boards

10.1.1.1.3.5 Designed, developed, and implemented innovative programs and services to enhance library patron access

10.1.1.1.4 Publications

- 10.1.1.1.4.1Published scholarly article in refereed journal or publication
- 10.1.1.1.4.2Published scholarly article in non-refereed journal
- 10.1.1.1.4.3Published an article, short story, essay, or poem in a non-scholarly publication
- 10.1.1.1.4.4Published an article, short story, essay, or poem in a scholarly publication
- 10.1.1.1.4.5Books published (edited, authored, revised editions)
- 10.1.1.1.4.6Published a book chapter in an edited book
- 10.1.1.1.4.7Published a comment, note, or letter to the editor in a scholarly publication
- 10.1.1.1.5 Editorial/Review activity
 - 10.1.1.1.5.1Reviewed manuscripts for publication
 - 10.1.1.1.5.2Served as editor for a scholarly publication
 - 10.1.1.1.5.3Served as reviewer for a grant or artistic commission
- 10.1.1.1.6 Grants
 - 10.1.1.1.6.1Submitted a MERC approved grant for external funding
 - 10.1.1.1.6.2Received and/or directed a grant or artistic commission with external funding
- 10.1.1.1.7 Consultations
 - 10.1.1.1.7.1Professional consultations related to expertise (paid or unpaid)
 - 10.1.1.1.7.2Service consultation
- 10.1.1.1.8 Conference participation
 - 10.1.1.1.8.1Participated in, or chaired, a symposium, panel, or other scholarly session
 - 10.1.1.1.8.2Gave a presentation or poster session based on scholarly or creative work at a state, regional, national, or international conference
 - 10.1.1.1.8.3Organized a panel, symposium, or conference (this might be considered service rather than scholarship)

11 Librarianship (0 – 70%)

11.1 This role probably will be used only by librarians.

11.2 Definition

11.2.1 Academic librarianship is the professional practice of acquiring, organizing, preserving, and making accessible the information resources that are required to fulfill the teaching, learning, and research mission of the university.

11.2.1.1 Possible components

11.2.1.1.1 Access

11.2.1.1.1.1Acquisition

11.2.1.1.1.2Organizational/technical

11.2.1.1.1.3Preservation

11.2.1.1.2 Possible activities

11.2.1.1.2.1Provide reference service

11.2.1.1.2.2Liaison for academic departments

11.2.1.1.2.3Provide circulation services for constituents

11.2.1.1.2.4Catalog and classify materials

11.2.1.1.2.5Acquire, preserve and maintain archives

11.2.1.1.2.6Order new materials

11.2.1.1.2.7Develop, maintain and revise library related web pages

11.2.1.1.2.8Receive and preserve special collections

11.2.1.1.2.9Teach courses in the Library Media Specialist program

11.2.1.1.2.10 Teach library instruction courses

11.2.1.1.2.11 Plan and set goals for the library

11.2.1.1.2.12 Present programs at conferences

12 Teaching (25 – 90%)

12.1 Definition

12.1.1 Using a variety of methods and technologies that enable students to learn a body of skills, competencies and knowledge.

12.1.1.1 Possible components

12.1.1.1.1 Content expertise

12.1.1.1.2 Instructional design

12.1.1.1.3 Instructional delivery

12.1.1.1.4 Course management

12.1.1.1.5 Course development

12.1.1.1.6 Direction of student research, creative activities, thesis and dissertations

12.1.1.2 Possible activities

12.1.1.2.1 Teaching regular course offerings

12.1.1.2.2 New courses or programs developed or implemented

12.1.1.2.3 Development of e-courses

12.1.1.2.4 Student advising

12.1.1.2.5 Direction of or service on thesis or dissertation committees

12.1.1.2.6 Development and/or incorporation of new or innovative teaching strategies, instructional technology, or library instruction into existing courses

12.1.1.2.7 Development and teaching of multicultural, international, writing intensive, or honors course

12.1.1.2.8 Teaching capstone or student research projects

12.1.1.2.9 Team teaching

12.1.1.2.10 Prepare and revise syllabi, course packs, handouts, multimedia materials, lecture materials, discussion questions, lesson plans, etc.

12.1.1.2.11 Learning new software and instructional techniques

12.1.1.2.12 Grading, maintaining grade records, submitting grades

12.1.1.2.13 Prepare and administer grades

12.1.1.2.14 Maintain office hours

12.1.1.2.15 Laboratory and clinical preparation

12.1.1.2.16 One-on-one instruction

13 Service

13.1 Definition

13.1.1 Participation in activities that contribute to the functioning of the academic unit and/or the University, and contributions to professional/academic organizations and/or the community at large

14 University Service (5-50%)

14.1 To Students

14.1.1 Definition

14.1.1.1 Engaging in activities that promote student achievement, enhance the learning environment, and facilitate students' ability to progress academically.

14.1.1.2 Possible components

14.1.1.2.1 Advising (individuals & student groups)

14.1.1.2.2 Recruitment

14.1.1.2.3 Mentoring

14.1.1.2.4 Grants and contracts

14.1.1.2.5 Reference letters

14.1.1.2.6 Advisor to a student organization

14.2 To a Department/Division

14.2.1 Definition

14.2.2 Participation in specific activities that benefit the department/division.

14.2.3 Examples

14.2.3.1 Departmental committee work, mentoring new faculty, maintain departmental website, departmental recruitment, maintenance of art studios and equipment

14.3 To a College

14.3.1 Definition

14.3.1.1 Participation in specific activities that benefit the college

14.3.1.1.1 Examples: College level committee work, college liaison, interdisciplinary studies

14.4 To the University

14.4.1 Definition

14.4.1.1 Participation in specific activities that benefit the university

14.4.1.1.1 Examples: Faculty Senate, university level committees, Graduate Council, task forces

15 Professional Service (0 – 25%)

15.1 Definition

15.1.1 Paid or unpaid participation in activities that benefit an organization with an academic or professional orientation, regional to national and international in scope

15.1.1.1 Examples: Organization officer, panel coordinator, proceedings editor, conference organizer

16 Community Service Discipline specific (0 – 25%)

16.1 Definition

16.1.1 Paid or unpaid participation in discipline related activities that benefit the community and are related to the individual's discipline.

16.1.1.1 Examples: Art faculty member on a museum board of directors, Social Work faculty member on a childcare center board, Biology faculty participating in an environmental concerns organization

17 Community Service Non-Discipline specific (0 – 5%)

17.1 Definition

17.1.1 Paid or unpaid participation in non-discipline related activities that benefit the community but are not related to the individual's discipline

17.1.1.1 Examples: Scouting, Sunday school teaching, garden club beautification projects

18 The Combination of 16 and 17 Above Cannot Exceed 25%

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-26

FACULTY PROMOTION

1 General Information.

1.1 Scope: Academic policy regarding the promotion of faculty through the established ranks.

1.2 Authority: W. Va. Code §18B-1-6

1.3 Passage Date: March 8, 2006

1.4 Effective Date: **July 1, 2014.** Note: Promotion eligible faculty members hired after the effective date of this policy will be governed by the guidelines set forth in this policy. Faculty members hired prior to the adoption of this policy may choose to use either the guidelines dates March 8, 2006, or the guidelines set forth in this policy, according to the guidelines in the transition document entitled "Tenure and Promotion Implementation Timeline" provided by Academic Affairs.

1.5 Controlling over: Marshall University

1.6 History: Adopted 4/5/54, Revised February 1956, January 1957, Amended 5/20/68, Revised 2/13/69-FPC, Amended 3/19/70-FPC, Revised 8/30/78-FPC, Policy Bulletin 36 Adopted by BOR on 3/12/84, Amended 5/24/88-FPC, Revised SR-92-93-(8)145(FPC), SR-93-94-2(FPC), Revised 3/5/98 Graduate Council, SR-00-01-(3)44(FPC); See SR-04-05-(12)-69 FECAHC for revised dates; See SR 04-05(36) 93 FECAHC for changes to evaluative language.

2 Policy

2.1 Objectives: To establish equitable and appropriate criteria and procedures for faculty promotion through the ranks, including those related to eligibility, evaluation, and notification, and the formation of promotion policies at the college/school/library and department/division levels.

3 Definitions

3.1 Promotion in rank is a reward for **meritorious professional** achievement. It is based on the professional qualifications of a faculty member, including performance specific to the candidate's contractual responsibilities and duties **while employed at Marshall University**. Major **categories of** faculty responsibilities and duties include **but are not limited to: teaching and advising, scholarly and creative activities, service to the university, and professional service to the community.**

- Teaching and Advising
- Research, Scholarship, and Creative Activities
- Service and Professional Development

3.2 Individual colleges/schools/library are responsible for ~~determining~~ **establishing promotion criteria and procedures that determine** the relative ~~importance weight and impact~~ of the various ~~faculty functions for purposes of personnel decisions responsibilities and duties~~. Colleges should provide flexibility in the weighing of

~~such functions in order to accommodate a range of departments, disciplinary specialties and individuals with varying assignments. Such criteria and procedures must be in accordance with this policy and with Marshall University Board of Governors (MUBOG) policy AA-21, Faculty Workload Policy.~~

3.3 For the purposes of this policy, the Directors of the School of Art and Design, the School of Journalism and Mass Communications, and the School of Music and Theatre of the College of Arts and Media fulfill the role of Chairs. For the purposes of this policy, the Assistant Vice President of IT and Online Learning and Libraries fulfills the role of Dean.

3.4 For the purposes of this policy “Chief Academic Officer” refers to the Dean of the School of Medicine, the Dean of the School of Pharmacy, or to the Senior Vice President for Academic Affairs and Provost for all other academic units.

~~2.23.5~~ The specific areas-categories, in which faculty are evaluated for promotion include the following:

~~2.2.13.5.1~~ **Teaching and Advising responsibilities and duties may include, but are not limited to:** command of disciplinary knowledge and methodology; effectiveness of classroom performance; advising load and effectiveness of academic advising; effectiveness in assessing student learning; rapport with students; contributions to curricular development, including development, promotion and delivery of off-campus academic programs, either through electronic means or conventional travel to off-campus course locations; **and** instructional development of faculty colleagues, etc.

~~2.2.2~~ **3.5.2 Research, Scholarship, Scholarly and Creative Activities responsibilities and duties may include, but are not limited to:** number, quality and importance of publications and creative productions; memberships and contributions to professional societies; professional growth and development; scholarly presentations and creative performances; **and** contributions to the professional development and achievement of colleagues, etc.

~~2.2.3~~ **3.5.3 Service to the university and Professional Development responsibilities and duties may include, but are not limited to:** contributions within the department/division, within the college, or university-wide; contributions to official student organizations or other university-related organizations; other work on behalf of the student body, faculty, staff or administration of the university. **Service to the community includes, but is not limited to: service on a compensated or pro bono basis to governments, to educational, business or civic organizations, or to the public; involvement as an official representative of Marshall University, or units thereof, in activities of governments and of educational, business, or civic organizations.**

~~2.2.4~~ ~~Service to the community: service on a compensated or pro bono basis to governments, to educational, business or civic organizations, or to the public. (Such service could include applied research, consultation, technical assistance, special forms of instruction, clinical work and performance). Involvement as an official representative of Marshall University, or units thereof, in activities of governments and of~~

educational, business or civic organizations.

~~2.33.6~~ For purposes of promotion, as well as other personnel decisions, **aAll relevant faculty responsibilities and duties activities should be subject evaluated according to objective qualitative evaluations criteria for meritorious performance and achievement. Specific evaluative criteria should be established by college/schools/libraries and departments/divisions.**

~~2.4~~ Teaching is subject to evaluations by students and peers. The latter may visit a class or classes, or examine and evaluate course materials such as syllabi, textbooks and examinations. For a scholarly publication or presentation, critical appraisals from scholars in the same field might be solicited. For public service qualitative assessment should be solicited from those associated with the service activity or affected by the service outside the university. Colleges are encouraged to refine and clarify these guidelines and to develop specific performance standards for application to their faculty. All college policies and guidelines relating to the promotion process, including the determination of appropriateness of the degree to the teaching field, which is to be made by the dean of the college, must meet or exceed the policies as specified in this chapter and shall be reviewed and approved for consistency with university and Higher Education Policy Commission's (formerly the Board of Trustees) policies by the Faculty Personnel Committee and the Provost and Senior Vice President for Academic Affairs or, where appropriate, the Vice President for Health Sciences.

4 Criteria for Faculty Ranks

2.5 4.1 Requirements for the Rank of Instructor

~~2.5.14.1.1~~ Except as noted below, the entry-level rank of instructor requires that a candidate shall have earned a master's degree at a regionally **accredited college or university, or at an appropriately accredited international college or university, with a major in a discipline appropriate to the teaching field, or has been awarded the terminal degree in a discipline appropriate to the teaching field.**

~~2.5.24.1.2~~ In certain special areas in which professional achievement is of unusual importance, or in which personnel holding higher degrees are not available, the bachelor's degree or its equivalent may meet the minimum for the rank of instructor. **These exceptions must be approved by the Chief Academic Officer.**

~~2.5.34.1.3~~ A candidate must show promise as an effective university teacher.

2.6 4.2 Requirements for the Rank of Assistant Professor

~~2.6.14.2.1~~ Except as noted below, the rank of assistant professor requires that a candidate shall have earned a **master's doctoral degree at a regionally accredited college or university, or at an appropriately accredited international college or university, with a major in a discipline appropriate to the teaching field, and at least fifteen semester credit hours in courses appropriate to the teaching field beyond the master's degree or has been awarded the terminal degree in a discipline appropriate to the teaching field.**

~~2.6.24.2.2~~ In certain special areas in which professional achievement is of unusual importance, or in which personnel holding higher degrees are not available, the

master's degree or its academic equivalent may meet the minimum requirement for the rank of assistant professor. **These exceptions must be approved by the Chief Academic Officer.**

~~2.6.~~ **4.2.3** A candidate must have had at least three **complete academic** years of experience as a full-time faculty member at a regionally accredited **college or university, or at an appropriately accredited international** college or university, or other experience deemed as equivalent by the ~~d~~Dean of the college/school/library, or ~~an earned the~~ terminal degree from a regionally accredited **college or university, or at an appropriately accredited international** college or university, ~~with a major in a discipline~~ appropriate to the teaching field.

~~2.6.44.~~ **2.4** A candidate with teaching experience must have demonstrated his or her teaching professionalism and must show promise as a professional faculty member in other major areas of responsibility. Candidates without prior teaching experience must show promise as a professional teacher and as a professional faculty member in other areas of responsibility.

~~2.74.~~ **3** Requirements for the Rank of Associate Professor

~~2.7.1~~ **4.3.1** A candidate must have earned the ~~master's~~ **doctoral** degree at a regionally **accredited college or university, or at an appropriately accredited international** college or university, ~~with a major in a discipline~~ appropriate to the teaching field, and ~~at least thirty semester hours in courses appropriate to the teaching field beyond the master's degree toward the terminal degree~~ or have been awarded the **terminal degree in a discipline** appropriate to the teaching field. Exceptions to the degree requirement may be made for exceptional scholarly or creative accomplishments and/or promise only if the appropriate college/school/library committee so recommends. **These exceptions must be approved by the Chief Academic Officer.**

~~2.7.24.~~ **3.2** A candidate without an appropriate terminal degree must have had at least seven **complete academic** years' experience as a full-time faculty member of which at least ~~four~~ **five complete academic** years must be at the assistant professor rank at a regionally **accredited college or university, or at an appropriately accredited international** college or university, or other experience deemed as equivalent by the ~~d~~Dean of the college/school/library. **In other words, during the sixth year as an assistant professor, a candidate may apply for promotion in academic rank.** ~~A candidate with an earned terminal degree with a major appropriate to the teaching field must have had at least four years of experience at the rank of assistant professor as a full-time faculty member at a regionally accredited college or university or other experience deemed as equivalent by the dean of the college. Promotion and tenure may be awarded concurrently.~~

4.3.3 A candidate with an earned terminal degree ~~with a major in a discipline~~ appropriate to the teaching field must have had at least ~~four~~ **five complete academic** years of experience at the rank of assistant professor as a full-time faculty member at a regionally **accredited college or university, or at an appropriately accredited international** college or university, or other experience deemed as equivalent by the ~~d~~Dean of the college/school/library **prior to application for promotion. In other words, during the sixth year as an assistant professor, a candidate may apply for promotion in academic rank.**

~~2.7.34.3.4~~ A candidate must have demonstrated professional performance and achievement in all of his or her major areas of responsibility, and he or she must have demonstrated exemplary performance in either Teaching and Advising or in Research, Scholarship and Creative Activities, and professional performance and achievement in all other areas of responsibility.

2.7.44.4 Requirements for the Rank of Professor

~~2.7.54.4.1~~ A candidate must have earned the terminal doctoral degree in a major discipline appropriate to the teaching field from a regionally accredited college or university, or an appropriately accredited international college or university, or have been awarded the terminal degree in a discipline appropriate to the teaching field. Exceptions to the degree requirement may be made ~~in the case of~~ for exceptional scholarly and creative accomplishments and/or promise only if the appropriate college/school/library committee so recommends. These exceptions must be approved by the Chief Academic Officer. ~~artistry and/or scholarship only if the appropriate college Promotion and Tenure committee so recommends.~~

~~2.7.64.4.2~~ A candidate must have had at least four **five complete academic** years of experience in the rank of associate professor at a regionally accredited college or university, or at an appropriately accredited international college or university, or other experience deemed as equivalent by the Dean of the college/school/library at the time of application for promotion. In other words, during the sixth year as an associate professor, a candidate may apply for promotion in academic rank. ~~Promotion and tenure may be awarded concurrently.~~

~~2.7.74.4.3~~ A candidate must have demonstrated professional performance in all of his or her major areas of responsibility, and he or she must have demonstrated exemplary performance in at least two or more such areas of responsibility, including either teaching and advising or scholarly and creative activities, and professional performance and achievement in all other areas of responsibility. These areas include but are not limited to: Teaching and Advising; Research, Scholarship and Creative Activities; and Service and Professional Development.

4.5 Units with full-time, non-tenure-track clinical faculty or library faculty may develop separate promotion criteria and procedures in consultation with the relevant Chair(s) and Dean, and the Chief Academic Officer.

2.8 Procedure

2.8.15 Annual Consideration for Promotion

~~2.8.1.15.1~~ All persons with the rank of instructor, assistant professor or associate professor who teach in one academic year at least one class in the university and who are employed full-time are entitled to annual consideration for promotion to a higher rank, provided that they have met the criteria for minimal levels of educational attainment and years of faculty experience outlined in this policy ~~by the time the promotion would take effect.~~

5.2 Only faculty members who have been granted tenure, under the procedures outlined in MUBOG Policy AA-28, Faculty Tenure, are eligible for consideration of promotion in academic rank. If promotion and tenure are applied for on the same schedule, the final tenure decision will be made before the final promotion

decision; failure to be granted tenure will result in a negative promotion decision.

5.2.1 Full-time, non-tenure-track faculty members governed by criteria and procedures established under section 4.5 of this policy are exempt from section 5.2 of this policy.

5.3 The year in which a faculty member is eligible for promotion will be an explicit and written part of that faculty member's initial offer of employment. Negotiated time consideration for promotion must be specifically documented in this letter, which must be included in the promotion application. In cases of extraordinary faculty member accomplishments, or the documented promise of extraordinary faculty member accomplishments, or the needs of the college/school/library, that date can be renegotiated, and promotion applied for at the renegotiated time. The faculty member, the Chair of the faculty members' department/division, or the Dean of the faculty member's college/school/library may initiate the renegotiation. Any renegotiated date must be approved by the Chief Academic Officer.

2.96 Promotion Process

~~2.9.16.1~~ Each college/school/library and department/division or equivalent units will develop written guidelines outlining procedures and performance criteria for implementing the promotion. All such guidelines must be consistent with relevant guidelines in the Higher Education Policy Commission's Series 9 and MUBOG policies, including but not limited to MUBOG AA-28, Faculty Tenure and MUBOG AA-21, Faculty Workload. College/school/library promotion procedures guidelines must be approved by the Dean in consultation with the his/her faculty, approved for consistency with university and the Higher Education Policy Commission's policies. Department/division promotion guidelines must be approved by the Dean. College/school/library and department/division promotion guidelines must be approved by the Faculty Senate's Faculty Personnel Committee and the Provost and Senior Vice President for Academic Affairs, or, where appropriate, the Vice President for Health Sciences Chief Academic Officer.

6.1.1 College/school/library promotion guidelines may permit department/division promotion guidelines to include provisions for external reviews of a candidate's application, or prohibit such reviews. If external review is mandated for a department/division, it must be used for all applications for promotion from that department/division. The selection of external reviewers must be collaborative: the appropriate department/division committee and the candidate will submit potential reviewers' names and qualifications; the selection of final reviewers must be agreed to by both parties. If agreement is not possible, the college/school/library Dean or Dean's designee will have final authority to choose external reviewers from the names submitted.

~~2.9.26.2~~ Each Normally, a faculty member is responsible for initiating his or her application for promotion. However, a chairperson/department/division head Chair or an intradepartmental promotion committee may initiate a proposal for the promotion of any member of the department or division. Proposals for the promotion of a chairperson/department/division head Chair may be initiated by himself or herself,

by an intradepartmental/division committee or by the college Dean of his or her college/school/library.

~~2.9.36.2.1~~ A candidate for promotion will submit an application by the established departmental deadline to the ~~chairperson~~department/division head Chair, who will forward it to an intradepartmental promotion committee. If the candidate holds graduate or associate graduate faculty status, the chairperson/division head will notify the graduate dean of the application, giving him or her an opportunity to provide to the departmental committee any information that he or she may have bearing upon the promotion. No items may be added or deleted from the application after this point. The committee will prepare a written recommendation with respect to the qualifications of the candidate for promotion and submit it with the candidate's application to the chairperson/division head.

6.2.2 If the candidate holds graduate or associate graduate faculty status, the department/division Chair will give the Dean of the Graduate College an opportunity to provide to the departmental committee any information that may have bearing upon the application.

6.2.3 No person, including the applicant, may present information verbally to any reviewing person or committee; any such information must be in written form.

6.2.4 A faculty member may withdraw his or her application for promotion at any time during the promotion process.

~~2.9.46.2.5~~ Beginning with departmental committee level and continuing thereafter through each step of the decision-making process, the candidate shall be informed in writing by the committee chair or administrator responsible for that step of any recommendation to deny promotion; this notification must give a rationale for the recommendation.

~~2.9.56.2.6~~ The ~~chairperson~~department/division head Chair will forward the promotion application to the appropriate department/division committee. The committee will prepare a written recommendation with respect to the qualifications of the candidate for promotion and submit it along with all other materials received from the candidate and from the intradepartmental committee to the college dean by February 15 with the application to the department/division Chair. No items other than recommendations as outlined below may be added or deleted from the application after this point.

6.2.7 The department/division Chair will prepare a written recommendation with respect to the qualifications of the candidate for promotion and submit it with the application to the college/school/library Dean by February 15.

~~2.9.66.2.8~~ The ~~dean~~ will submit all applications and recommendations to a the appropriate college/school/library level promotion and tenure committee (or its equivalent). Such committee must have representation from each department/division of the college/school/library unless a department or division has no tenured faculty members. The committee will evaluate each candidate for promotion and submit a written recommendation for each candidate, along with all materials received, to the ~~dean~~.

~~2.9.76.2.9~~ Upon receipt of recommendations by the college/school/library promotion and tenure committee, the ~~dean~~ will prepare a written recommendation for each

candidate. The ~~d~~Dean will submit his or her recommendations and those of the college committee, the ~~chairperson~~department/division heads **Chairs** and ~~intra~~departmental/division committees along with all materials received to the **Chief Academic Officer** ~~Provost and Senior Vice President for Academic Affairs, or, where appropriate, the Vice President for Health Sciences~~ by March 25.

~~2.9.86.2.10~~ The ~~Provost and Senior Vice President for Academic Affairs or, where appropriate, the Vice President of Health Sciences,~~ **Chief Academic Officer** will prepare a written recommendation for each candidate and submit it together with all of the recommendations and application materials received from the ~~d~~Deans to the President by April 22.

~~2.9.96.2.11~~ The **Promotion decision** will result from action by the President at the conclusion of the promotion process. The President will prepare a list of those promoted and send an informational copy to the chairperson of the **Faculty Senate** Faculty Personnel Committee by April 30.

~~2.9.106.2.12~~ The President will inform by letter all candidates for promotion of his or her decision by April 30. An applicant denied promotion will be provided a statement of reasons for the action by this date. ~~All application materials will be returned to each candidate at this time.~~

6.2.13 All application materials, including recommendations, will be returned to each candidate at the end of the promotion process. All application materials and promotion decisions and deliberations shall be considered confidential except for circumstances in which a legal "need-to-know" basis has been established. External reviews of a candidate's application will only be returned in the case of a legal "need-to-know" and following a written request from the candidate to the Chief Academic Officer. The Chief Academic Officer may retain one copy of all application materials for archival purposes; no other copies may be made or retained without the written permission of the candidate.

~~2.9.116.2.14~~ The entire promotion process must adhere to the university's time guidelines and conclude no later than April 30. **Should the due dates fall on a non-business day, documents will be due on the next business day.**

~~2.9.12~~ **6.2.15** An applicant denied promotion by the President may file a grievance.

~~2.9.13~~ A faculty member may withdraw his or her application for promotion at any time during the promotion process.

~~2.9.14~~ None of the above procedures shall preclude the use of other appropriate forms for evaluation in the promotion process.

~~2.9.15~~ All application materials and promotion decisions and deliberations shall be considered confidential except for circumstances in which a legal "need-to-know" basis has been established.

~~2.9.16~~ No person, including the applicant, may present information in person to promotion committees.

7 Assessment

7.1 To ensure that the objectives of this policy are being met, each department/division and college/school/library will conduct reviews of its promotion policies and procedures at least once every three years. Modifications to improve the policy's

accuracy, clarity, usefulness, and other factors found relevant, should be instituted. The Faculty Senate's Faculty Personnel Committee will conduct a review of this policy at least once each five years, and recommend any changes it deems necessary to ensure that the objectives of this policy are being met.

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-27

FACULTY PROMOTION SALARY INCREASE

1 General Information.

- 1.1 Scope: Academic policy for awarding faculty promotion salary increases.
- 1.2 Authority: W. Va. Code §18B-1-6
- 1.3 Passage Date: March 8, 2006
- 1.4 Effective Date: **July 1, 2014**
- 1.5 Controlling over: Marshall University
- 1.6 History: A long standing policy of the University.

2 Policy

- ~~2.1—As promotion is an important form of recognition of meritorious performance, the first allocation each year will be to assure the mandated ten percent increase which comes with promotion in rank.~~

This policy has been superseded by AA-7 revised in 2014 and is now retired.

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-28

FACULTY TENURE

1 General Information.

1.1 Scope: Academic policy regarding the application requirements and process of awarding tenure to eligible faculty.

1.2 Authority: W. Va. Code §18B-1-6

1.3 Passage Date: March 8, 2006

1.4 Effective Date: ~~Upon passage~~ **July 1, 2014. Tenure-track faculty members hired after the effective date of this policy will be governed by the guidelines set forth in this policy. Faculty members hired prior to the adoption of this policy may choose to use either the guidelines dated March 8, 2006, or the guidelines set forth in this policy.**

1.5 Controlling over: Marshall University

1.6 History: Passed Faculty Senate on May 24, 1989, Amended: Faculty Senate Recommendation 93-94-2-FPC; See SR -04-05-(12)-69 FECAHC for revised dates; See SR-03-04 (36) 93 FECAHC for evaluative language.

2 Policy Objectives: To establish equitable and appropriate criteria and procedures for tenure, including those related to eligibility, notification, and the formation of tenure policies at the college/school/ and department/division levels.

3 Policy

~~2.1~~3.1 Definitions

~~2.1.1~~3.1.1 Tenure at Marshall University provides for a continuing series of appointments which may be terminated by the university only for cause or under extraordinary circumstances or reduction in or discontinuance of a program.

3.1.2 Tenure is awarded not only for past achievements but also in anticipation of continued achievement in all areas of responsibility.

~~2.1.2~~3.1.3 When a full-time faculty member is appointed on other than a temporary or tenured basis the appointment shall be probationary. The conditions which govern a probationary appointment are in accordance with the West Virginia Higher Education Policy Commission's (HEPC) Series 9.

3.1.4 For the purposes of this policy, the Directors of the School of Art and Design, the School of Journalism and Mass Communications, and the School of Music and Theatre, of the College of Arts and Media, fulfill the role of Chairs. For the purposes of this policy, the Assistant Vice President of IT and Online Learning and Libraries fulfills the role of Dean.

3.1.5 For the purposes of this policy "Chief Academic Officer" refers to the Dean of the School of Medicine, the Dean of the School of Pharmacy, or to the Senior Vice President for Academic Affairs and Provost for all other

academic units.

~~2.23.2~~ Requirements

~~2.2.13.2.1~~ Tenure shall not be granted automatically, or for years of service, but shall result from a process of peer review and culminate in action by the President. The granting of tenure shall be based on ~~a two-fold determination~~ the following:

~~2.2.23.2.2~~ That ~~the~~ candidate is professionally qualified;

~~2.2.33.2.3~~ That ~~the~~ university has a continuing need for a faculty member with the particular qualifications and competencies of the candidate. This determination shall be in accordance with the provisions of HEPC Series 9.

~~2.2.43.2.4~~ The professional qualifications of a candidate for tenure will be evaluated ~~on the basis of using~~ the guidelines which pertaining to promotion as described in Marshall University Board of Governors (MUBOG) policy AA-26, Faculty Promotion, section 4.

~~2.2.53.2.5~~ The ~~grant of tenure requires that~~ a candidate must have demonstrated professional performance and achievement in all of his or her major areas of responsibility. Major categories of faculty responsibilities and duties are:

- Teaching and Advising
- Research, Scholarship, and Creative Activities
- Service and Professional Development.

~~Additionally,~~ ~~the~~ candidate must have demonstrated exemplary performance in either ~~Teaching and a~~ Advising or in Research, ~~s~~Scholarshiply and ~~e~~Creative ~~a~~Activities. Major attention shall be given to the quality and caliber of professional accomplishments and to the future promise as an educator, scholar or artist, and responsible university Citizen.

3.2.6 University Citizenship encompasses contributions that transcend organizational and disciplinary boundaries and meaningfully influence and benefit all parts of the University community, fostering a culture of engagement. Exemplary university citizens commit time and energy working with others to foster cooperation and collaboration between and among elements of the institution and its constituents, thus improving and enhancing Marshall University and its sense of community.

The elements of University Citizenship may include, but are not limited to: Positive leadership of governance bodies, contributions to disciplinary/professional growth and innovation, furthering civil discourse/intercultural understanding, constructive mentoring of both students and faculty colleagues, and contributions toward achieving a progressive future for the institution.

~~2.2.63.2.7~~ Tenure may be granted only to faculty who hold the rank of assistant professor or above. Promotion and tenure ~~may~~ shall be granted applied for concurrently.

~~2.2.73.2.8~~ The maximum period of probation at Marshall University ~~shall not exceed~~ is seven years. Before completing the sixth year of a probationary appointment, a

non-tenured faculty member shall be given written notice of tenure, or shall be offered a one-year terminal contract of employment for the seventh year. In exceptional cases, newly appointed faculty members may negotiate the use of prior service at other **appropriately accredited** higher education institutions to reduce the length of the probationary period; **denial of tenure under such circumstances shall have the same effect as denial of tenure following the standard probationary period.** The length of the probationary period must be established at the time of initial employment by the President, after consultation with the ~~Provost and Senior Vice President for Academic Affairs or Vice President of Health Services~~ **Chief Academic Officer** and the appropriate ~~d~~Dean(s), ~~e~~Chair(s) and departmental/division/school faculty, **and be included in the initial letter of appointment.** ~~The tenure requirements of the college(s) and university must be met and the initial letter of appointment must specify the academic year in which the tenure decision will be made. See MUBOG Policy AA-43 Modified Duties for Nine-Month Faculty for circumstances leading to an extension of the probationary period.~~

3.2.9 In cases of extraordinary faculty member accomplishments, or the documented promise of extraordinary faculty member accomplishments, or the needs of the college/school, the probationary period can be renegotiated, and tenure applied for at the renegotiated time. The faculty member, the Chair of the faculty member's department/division/school, or the Dean of the faculty member's college/school may initiate the renegotiation. Any renegotiated date must be approved by the Chief Academic Officer. Such renegotiated dates supersede dates determined under the provisions of clause 3.2.8 of this policy.

~~2.2.83.~~**2.10** If the status of a faculty member changes from temporary to probationary, the time spent at the institution may, at the discretion of the President, be counted as part of the probationary period. **The original hiring agreement must inform the faculty member being employed for a tenure-track position of the option of requesting that his/her temporary service be counted toward tenure.** A probationary faculty member wishing to count years on a temporary appointment as part of the probationary period must make ~~such~~ **this** request at the time of initial appointment to a tenure-track position. **If the option is exercised, the faculty member must be cautioned that his/her years of temporary service will be evaluated by the same criteria as tenure-track service.** The request should be initiated through the department/division/school ~~e~~Chair and should flow through appropriate channels. Requests made after this time will be denied. If no request is made, the years of ~~the~~ temporary appointment will not be counted as part of the probationary period.

~~2.2.9~~ ~~The original hiring agreement should state that the faculty member being employed for a tenure-track position has the option of requesting that his/her temporary service be counted toward tenure. If the option is exercised, the faculty member must be cautioned that his/her years of temporary service will be evaluated by the same criteria as tenure-track service. This policy shall not be applied retrospectively.~~

~~2.2.103.~~**2.11** The above provisions for tenure do not apply to persons who have appointments as full-time administrators or staff members.

34 Procedure

3.14.1 Notification of Probationary Faculty

~~3.1.14.1.1~~ At the time of initial appointment, the department/division ~~eChairperson~~ will notify in writing each probationary faculty member of the requirements and guidelines for tenure, including any which apply specifically within the faculty member's department. The faculty member will acknowledge in writing receipt of this notification. Lack of acknowledgment is not grounds for dismissal, nor is it reason for appealing a denial of tenure.

~~3.1.24.1.2~~ All probationary faculty **members** must be notified annually in writing by peer committees, ~~eChairpersons~~, and/or ~~dDeans~~ of their progress toward tenure and/or promotion. Notifications should identify specific areas of improvement needed for tenure or promotion. (SR-04-05-(37) 94 FECAHC)

3.24.2 The Tenure Process

~~3.2.14.2.1~~ Each college/school ~~or equivalent unit~~ will develop written procedures and performance criteria for implementing the tenure requirements in ~~the HEPC Higher Education Policy Commission's Series 9~~. College/school tenure procedures and criteria must be approved by the ~~relevant dDean~~ in consultation with the faculty, approved for consistency with the university's and the ~~Higher Education Policy's Commission~~ HEPC policies by the Faculty Personnel Committee and the ~~Provost and Senior Vice President for Academic Affairs or, where appropriate, the Vice President for Health Sciences~~ Chief Academic Officer.

4.2.2 College/School tenure guidelines may permit department/division tenure guidelines to include provisions for external reviews of a candidate's application, or prohibit such reviews. If external review is mandated for a department/division, it must be used for all applications for tenure from that department/division. The selection of external reviewers must be collaborative: the appropriate department/division committee and the candidate will submit potential reviewers' names and qualifications; the selection of final reviewers must be agreed upon by both parties. If agreement is not possible, the college/school Dean or Dean's designee will have final authority to choose external reviewers from the names submitted.

4.2.3 All tenure-track faculty members will be evaluated by the criteria used for promotion and tenure in their college/school and department/division as a pre-tenure review. The date of this pre-tenure review must be stated in the initial letter of appointment. A college/school may establish pre-tenure review procedures which vary from those used for a tenure application. This evaluation will be part of any application for tenure. An exceptional evaluation, i.e., the results of which exceed normal expectations as defined by a faculty member's college/school and department/division tenure guidelines, when verified by the relevant Dean and the Chief Academic Officer, will result in a five percent (5%) salary increase as specified in MUBOG policy AA-7, Salary Increases for Tenured and Tenure-Track Faculty.

~~3.2.24.2.4~~ Each faculty member will have the primary responsibility for initiating his or

her application for tenure. However, the department/division eChairperson or an intradepartmental/division committee may initiate a recommendation for tenure.

~~3.2.34.2.5~~ Unless demonstrated extraordinary circumstances prevent an application during the sixth year of a faculty appointment, the person who chooses not to apply will not be considered for tenure and will be offered a **succeeding** one-year terminal contract of appointment.

~~3.2.44.2.6~~ A candidate for tenure will submit an application by the established departmental deadline to the **department/division eChairperson/division head**, who will forward it to **an the appropriate intradepartmental/division tenure committee**. ~~If the candidate holds graduate or associate graduate faculty status, the chairperson/division head will notify the graduate dean of the application, giving him or her an opportunity to provide to the departmental committee any information that he or she may have bearing upon tenure. No items may be added to or deleted from the application after this point. The committee will prepare a written recommendation with respect to the qualifications of the candidate for tenure and submit it with the candidate's application to the chairperson/division head.~~

4.2.7 If the candidate holds graduate or associate graduate faculty status, the department/division Chair will give the Dean of the Graduate College an opportunity to provide to the departmental committee any information that he or she may have bearing upon tenure.

4.2.8 No person, including the applicant, may present information verbally to any reviewing person or committee; any such information must be in written form.

4.2.9 The committee will prepare a written recommendation with respect to the qualifications of the candidate for tenure and submit it with the candidate's application to the department/division Chair. No items other than recommendations as outlined below may be added to or deleted from the application after this point.

~~3.2.54.2.10~~ Beginning with the departmental/division committee level and continuing thereafter through each step of the decision-making process, the candidate shall be informed in writing by **the committee chair or administrator responsible for that step** of any recommendation to deny tenure; **this notification must include a rationale for the recommendation.**

~~3.2.64.2.11~~ The ~~chairperson~~**department/division head Chair** will prepare a written recommendation with respect to the qualifications of the candidate for tenure and submit it along with all other materials received from the candidate and from the ~~intradepartmental/division~~ committee to the college/school ~~dDean~~ by February 15.

~~3.2.74.2.12~~ The ~~dDean~~ will submit all applications and recommendations to a **the appropriate college/school level promotion and tenure committee (or its equivalent)**. **Such committees must have representation from each department/division/school of the college/school, unless a department/division/school has no tenured faculty members.** The committee will evaluate each candidate for tenure and submit a written recommendation for each candidate, along with all material received, to the ~~dDean~~.

~~3.2.84.2.13~~ Upon receipt of recommendations by the college/school promotion and tenure committee, the ~~d~~Dean will prepare a written recommendation for each candidate. The ~~d~~Dean will submit his or her recommendations and those of the college/school committee, the ~~chairpersons~~department/division heads **Chairs**, and intra-departmental committees to the Provost and Senior Vice President for Academic Affairs, or where appropriate, the Vice President for Health Sciences **Chief Academic Officer** by March 25.

~~3.2.94.2.14~~ The Provost and Senior Vice President for Academic Affairs or, where appropriate, the Vice President for Health Sciences **Chief Academic Officer** will prepare a written recommendation for each candidate and submit it together with all the recommendations received from the ~~d~~Deans to the President by April 22.

~~3.2.104.2.15~~ The ~~T~~tenure decisions will result from action by the President at the conclusion of the tenure process. The President will prepare a list of those granted tenure and send an informational copy to the chairperson of the **Faculty Senate's** Faculty Personnel Committee by April 30.

~~3.2.114.2.16~~ The President will inform by letter all candidates for tenure of his or her decision by April 30. An applicant denied tenure will be notified via certified mail; **this notification will include a rationale for the decision.** All application materials will be returned to each candidate at this time. The entire tenure process must adhere to university time guidelines and conclude no later than April 30.

4.2.17 All application materials, including recommendations, will be returned to each candidate at the end of the tenure process. All application materials and tenure decisions and deliberations shall be considered confidential except for circumstances in which a legal "need-to-know" has been established. External reviews of a candidate's application will only be returned in the case of a legal need-to-know and following a written request from the candidate to the Chief Academic Officer. The Chief Academic Officer may retain one copy of all application materials for archival purposes; no other copies may be made or retained without the written permission of the candidate.

~~3.2.12~~ All application materials and tenure decisions shall be considered confidential except in circumstances in which a legal "need-to-know" basis has been established.

~~3.2.13~~ No person, including the applicant may present information in person to tenure committees.

~~3.2.14~~ An applicant denied tenure may request a statement of reasons from the President according to the provisions of Series 9.

4.2.18 The entire tenure process must adhere to university time guidelines and conclude no later than April 30. Should due dates fall on a non-business day, documents will be due on the next business day.

~~3.2.154.2.19~~ An applicant denied tenure by the President may file a grievance.

5 Assessment

5.1 To ensure that the objectives of this policy are being met, each department/division and college/school will conduct reviews of its tenure policies and procedures at least once every three years. Modifications to

improve the policy's accuracy, clarity, usefulness, and other factors found relevant, should be instituted. The Faculty Senate's Faculty Personnel Committee will conduct a review of this policy at least once each five years, and recommend any changes it deems necessary to ensure that the objectives of this policy are being met.

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Policy No. AA-45

Salary Increases for Library and Clinical Faculty

1 General Information.

- 1.1 **Scope:** Policy regarding the distribution of faculty salary increase funds to library faculty.
- 1.2 **Authority:** W. Va. Code §18B-1-6
- 1.3 **Passage Date:**
- 1.4 **Effective Date:** July 1, 2014
- 1.5 **History:**
 - 1.5.1 This is a new policy.
- 1.6 **References:**
 - 1.6.1 W. Va. Code §18B-8-3, Faculty salary policies; reductions in salary prohibited; salary increase upon promotion in rank, and §18B-8-3a, Institutional salary policies; distribution of faculty salary increases.

2 Policy.

This policy in its entirety supersedes all other salary-increase-related Marshall University Board of Governors (MUBOG) policies for library faculty that were in effect prior to the effective date of the passage of this policy. For the purposes of this policy "Chief Academic Officer" refers to the Senior Vice President for Academic Affairs and Provost.

2.1 Evaluation

- 2.1.1 Evaluation criteria each year are based on goals negotiated between library and clinical faculty and their supervisors. Faculty roles and percentages of work dedicated to each role may vary from year to year within established limits for the unit. See MUBOG Policy AA-21 Faculty Workload Policy.
- 2.1.2 Data gathered in evaluations will be used for promotion decisions as determined by the library or academic unit. For policies regarding faculty evaluations, see MUBOG Policy AA-22 Annual Evaluation of Faculty.

2.2 Salary Increases

2.2.1 The first step in raise distributions is devoted to promotions. The institution will provide funds, other than the salary increase pool, for salary increases specified in 3.1 of this policy.

2.2.2 In specific exceptional cases where an equity adjustment might be considered for circumstances of salary compression or salary inversion or salary inequities beyond a faculty member's control, the University Chief Academic Officer, in consultation with the chief library officer(s) or Dean, may recommend salary adjustments, while also taking into account that faculty member's history of merit performance.

2.3 Salary Increase Guidelines and Procedures

2.3.1 The library or academic unit is to develop salary increase distribution guidelines and procedures in accordance with MUBOG AA-22, Annual Evaluation of Faculty. The policy must be 100% merit-based and may recognize that there can be various types of merit. The salary distribution policy must be approved by a vote of at least two-thirds of the full-time library or clinical faculty and have the approval of the chief library officer(s) or Dean, and of the University Chief Academic Officer.

2.3.1 Library or clinical faculty who have an OCR score of 2.50 or less will receive no salary increases of any kind. See MUBOG Policy AA-22 for OCR score calculations.

3 Adjustments for salary minimums and raise increases for promotions

3.1 Eligible library or clinical faculty members who are awarded promotion shall receive a salary increase equal to \$6,300 for promotion from assistant professor to associate professor, \$7,400 for promotion from associate professor to professor, or ten percent (10%) of their base salary, whichever is greater..

3.2 Eligible members of the faculty whose regular base salary is below specific minimums shall receive a salary adjustment to raise the base salary to the minimum. The minimum salaries are \$59,700 for professors, \$52,300 for associate professors, and \$46,000 for assistant professors.

3.3 Adjustments to the dollar values of these salary minimums and promotion increments may periodically be made by the MUBOG upon recommendation from the university president in consultation with the Faculty Senate Executive Committee.

3.4 For library or clinical faculty on an appointment other than 12-months, the increases in 3.1 and 3.2 shall be adjusted appropriately for the length of the appointment.

3.5 Faculty members eligible for the adjustments outlined in 3.1 and 3.2 shall be in a full-time Library or clinical faculty position.

3.5.1 Final determination of eligibility rests with the Chief Academic Officer of the University.

4 Alternative Salary Adjustment Procedures.

4.1 Upon recommendation from the president, the MUBOG may approve an alternative procedure for distributing salary adjustments that does not follow the policy described in Section 2.

4.2 In such circumstances, a recommendation shall be presented to the Board by the president.

4.2.1 The recommendation should contain the following information:

4.2.1.1 A rationale for the alternative procedure;

4.2.1.2 A description of the methodology for adjusting faculty salaries;

4.2.1.3 Identification of the set of faculty for whom the alternative procedures shall apply;

4.2.1.4 The anticipated cost of such salary adjustments; and

4.2.1.5 The effective date for implementing such salary adjustments.

5 Assessment

5.1 To ensure that the objectives of this policy are being met, the library or academic unit will conduct reviews of its salary policies and procedures at least once every three years. Modifications to improve the policy's accuracy, clarity, usefulness, and other factors found relevant, should be instituted. The Faculty Senate's Faculty Personnel Committee will conduct a review of this policy at least once each five years, and recommend any changes it deems necessary to ensure that the objectives of this policy are being met.