

*CENTRAL WASHINGTON UNIVERSITY
COLLEGE OF THE SCIENCES
POLICY MANUAL*

Revised September, 2007

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Section 9: Interdisciplinary Program Charters to be added as an Appendix, Fall 2007

College of the Sciences Policy Manual

This policy manual describes the operating principles of the Central Washington University College of the Sciences (COTS). College faculty and the council of chairs, composed of the dean, associate deans, and department chairs have collaborated to develop these policies. These policies were developed in accordance with the collective bargaining agreement reached by *Central Washington University and the United Faculty of Central Washington University, March 3, 2006 — August 31, 2009* (hereafter “collective bargaining agreement” or “CBA”), which takes precedence over college policies. To avoid repetition, the reader is commonly referred to the CBA. Departmental policies augment the policies of the college and the university.

The COTS Policy Manual is updated to reflect changes in policy. Current versions of the manual and forms are maintained on the documents page of the college's web site, <http://www.cwu.edu/~cots/>.

1. College Organization

1.1. Office of the Dean

The Dean of the College of the Sciences is the chief academic, budgetary, and personnel officer of the college. The dean's staff includes two associate deans, an administrative assistant, a fiscal specialist, a development officer, and an office assistant.

1.1.1. The dean is the primary administrator for personnel appointment and review, budgetary actions, program approval, program review, grant administration, policy determination, and liaison to the higher administration.

1.1.2. The Associate Dean, Curriculum and Undergraduate Studies, is the primary administrator for curriculum review, programs at the university centers, student appeals, summer session, and academic reporting such as accreditation review. The Associate Dean, Resource Development and Undergraduate Research, develops academic program in support of expanding the resource base of the college and fosters support for faculty scholarship and student research.

1.1.3. The development officer oversees private fund raising and alumni relations for the college and is jointly supervised by the Senior Director for Development in University Relations.

1.1.4. The administrative assistant maintains the budgetary and personnel records of the college and advises the dean on those matters. A fiscal specialist provides budget administration for external grants and contracts. The office assistant maintains communications of all kinds between the dean's office and the university.

1.2. Standing Committees of the College

1.2.1. Council of Department Chairs

The Council of Department Chairs meets regularly to advise the dean and administer the college. Its membership includes department chairs, associate deans, administrative assistant and dean.

1.2.2. Interdisciplinary Programs Committee

The Interdisciplinary Programs Committee meets regularly to advise the dean and associate dean regarding programs administration. Its membership includes directors of interdisciplinary programs with residence in the College of the Sciences, the dean and associate dean.

1.2.3. College Personnel Committee

The College Personnel Committee recommends to the dean regarding personnel actions in accordance with Article 20 of the collective bargaining agreement. Five full professors elected by the tenured faculty in accordance with CBA Article 20.5.2 compose the membership of the College Personnel Committee. The election process will ensure representation from major discipline areas within the college.

1.2.4. Scholarships, Honors & Awards Committee

The Scholarships & Awards Committee meets to advise the dean regarding the award of college level grants, leave, scholarships, and other awards.

1.3. *Ad Hoc Committees of the College*

The dean may appoint committees with specific charges of limited duration.

1.4. *Department Chairs*

1.4.1. General Provisions

The election of department chairs is governed by college policy established here, unless superseded by university policy.

1.4.2. Chair Election Guidelines

(See also <http://www.cwu.edu/~avpfa/chairselect.pdf>.)

1.4.2.1. When a vacancy occurs, all voting faculty are notified that the chair position is open, notified of the nomination meeting or process, and notified of the time and place of the election meeting.

1.4.2.2. Nominations for chair are sought by the dean prior to the election to accommodate faculty members who can't be present at the election.

1.4.2.3. Nomination and self-nomination may be made verbally or submitted to the dean in writing. The dean seeks consent to serve if elected from each nominee.

1.4.2.4. All voting faculty members are notified of the nominees. Sufficient time is allowed for the candidates to present their views of department leadership. The department may meet in order to interview, hear statements, or read written statements from each nominee.

- 1.4.2.5. The dean presides over the election at a scheduled meeting. Eligible faculty who cannot attend the meeting may submit an absentee ballot or written proxy to the dean prior to the election meeting.
- 1.4.2.6. Ranked faculty members with 50% or more appointment in the department are eligible to vote in the election.
- 1.4.2.7. The vote is taken by secret ballot, and advises the dean on appointment of the chair. The appointment of the chair is subject to the approval by the provost, president, and board of trustees.
- 1.4.2.8. In cases where the vote is indecisive or the department cannot reach consensus on a candidate, the dean may appoint an acting chair.

1.4.3. Academic Year Compensation

- 1.4.3.1. Department chairs are compensated in accordance with CBA Article 14.8.
- 1.4.3.2. Department chairs typically serve a 9.5-month appointment, from September 1 to June 15.
- 1.4.3.3. Chairs continue to be eligible for the reappointment, tenure, merit, and promotion opportunities normally associated with their faculty positions.

2. Use of University Property

2.1. Personal Computer Equipment

University employees and students may connect personal computer equipment to the university network under conditions laid out in the COTS personal computer use agreement (See Appendices). The computer will be operated in compliance with all CWU computer use policies while the equipment is on campus or connected to the campus network. Computer use policies may be obtained at the Information and Technology Services office and on the web at http://www.cwu.edu/~its/its_policy.html.

3. Curriculum

3.1. Curriculum Handbook

- 3.1.1. The CWU Curriculum Policies and Procedures Manual, maintained by the Faculty Senate Curriculum Committee, describes the university's curriculum policies. The manual is available on the provost's web page, at <http://www.cwu.edu/~provost>.
- 3.1.2. COTS affirms that the teaching faculty collectively is the major force governing the curriculum of the university. The faculty acts through the departments, the deans, college curriculum committees, the Faculty Senate Curriculum Committee and the Faculty Senate to complete the curricular process

3.2. Course Numbering

In addition to Academic Affairs policy governing course numbering, the following stipulations apply:

3.2.1. Course numbers will have appropriate 3-digit designations, consistent with university guidelines. Four-digit numbers in COTS have been eliminated.

3.2.2. When credit and non-credit bearing labs are affiliated with a designated course, the 3-digit course number is followed by the suffix "LAB".

3.2.3. Courses numbers in the 90's series numbers will use the appropriate level of offering for the first digit, and follow these guidelines for second and third digit:

3.2.3.1. Conform with university policy on second and third digit descriptions, including:

90 -- Cooperative Education

91 -- Workshops

92 to 95 -- Professional Laboratory Experience, Practicum, and Field Experience (see college guidelines below)

96 -- Individual Study. 1-6 credits. May be repeated if subject is different.

97 -- Honors. 1-12 credits. Prerequisite, admission to department honors program.

98 -- Special Topics. 1-6 credits.

99 -- Seminar. 1-6 credits. May be repeated if subject is different.

3.2.3.2. . In addition, 90's series numbers will conform with college level policy on second and third digit descriptions, including:

92 Experience in teaching, such as undergraduate teaching assistant

93 To be used as needed

94 To be used for project, such as GIS project

95 Student or directed research

4. Instruction

4.1. Course Outlines and Syllabi

4.1.1. A syllabus forms a complete statement of the course content and learning objectives independent of who teaches the course. A course outline, typically embedded in the syllabus distributed to students in a given course section, describes operational details such as reading and other assignments, lecture topics, examination dates and grading standards.

4.1.2. At the beginning of each quarter, faculty members are required to distribute a written syllabus with course outline to students in every class and submit a current copy to the department syllabus file. The course outline forms a common understanding between professor and student and lays out student and instructor obligations in a university class. A syllabus should include:

Instructor name, phone number, office location, e-mail contact, and office hours.

Texts and other required and optional instructional materials.

A statement of the purpose of the course.

A list of student learning objectives and how each will be assessed.

- A schedule of reading, assignment, and examination dates. If dates will be determined during the quarter and announced in class, this should be stated.
- A clear statement of how the course grade will be determined, including factors such as attendance, quality of contribution to class discussion, etc.
- A description of the instructor's policy regarding makeup examinations.
- A description of the consequences of proscribed behavior.
- An ADA statement following this wording: "Students who have special needs or disabilities that may affect their ability to access information or material presented in this course should contact the CWU Director of Disability Support Services at 509-963-2171, TDD 963-2143 for appropriate accommodation."

4.2. Course Substitution

- 4.2.1. The chair has the authority to approve student requests for major or minor course substitutions for programs within the department.
- 4.2.2. The interdisciplinary program director has the authority to approve student requests for course substitutions in interdisciplinary programs.
- 4.2.3. When COTS courses are required by programs in other colleges, the relevant COTS chair should be consulted about course substitutions. The authority for approving substitutions lies with the program, however.

5. Faculty Appointments

5.1. Collective Bargaining Agreement Provisions

Conditions governing faculty appointments are found in Articles 8, 9, and 10 of the CBA.

5.2. Faculty Hiring Procedures

Faculty search procedures follow processes approved by the dean, who acts as appointing authority, the provost, human resources, and the office for equal opportunity. The department chair initiates a request to fill a vacancy. After approval by the dean and provost, the search flow is established on the Human Resources web site. This section summarizes policy and procedures at the college level. It complements the hiring process posted by human resources. Both sets of guidelines should be used to ensure conformance with both college and HR standards.

5.2.1. Hiring Tenure-track faculty

5.2.1.1. Request to Fill Tenure-track Vacancy (initiated by chair, approved by dean and provost)

Written justification for need, sub-discipline focus, conformance with strategic goals or program review.

Tenure track searches for an assistant professor, salary level should bracket the CUPA mean for starting assistant professors. For searches at higher rank, salary range should be determined in consultation with the dean.

Position description including minimum and preferred qualifications.

Proposed membership of the search committee. If this is not approved at this point in the process, approval by the dean needs to occur prior to initiating meetings. Committees must include female and minority representation. For positions that support professional education programs, committees require a member of the Center for Teaching and Learning. Committee responsibilities, including confidentiality guidelines, are detailed by human resources.

5.2.1.2. Faculty Recruitment Plan Approval

Search committee meeting with OEO and the dean for framing position description, announcement and review of the recruitment plan.

Recruitment plan. National search required for tenure track posts, 30-day posting required. Position announcement and advertising. Do not post without dean's review & written approval.

5.2.1.3. Screening.

Screening instrument; must be approved by human resources

Rationale for proceeding with search if availability is not met; dean's approval required.

Rationale for proceeding if pool is small; dean's approval required.

If the pool is small (for instance, fewer than 10 applicants in a tenure track search have met minimum qualifications), a meeting with the dean may be requested to explore continuing the search.

5.2.1.4. Interview Approval (initiated by chair, approved by dean and office for equal opportunity). Candidates recommended for interview emerge as the most qualified from the pool. In addition to application materials, references and phone interviews form the basis for this priority. Dean's approval is based upon review of:

Applicant flow record indicating rationale for moving forward or eliminating each candidate; a reserve pool may be stipulated

C.V. and letters of reference for each finalist (for non-tenure track searches, detailed notes summarizing strengths and weaknesses from verbal reference checks may be used instead of letters)

For tenure track searches, schedule for meetings with each candidate during the on-campus interview. The schedule should include a scholarly presentation and/or a teaching demonstration.

5.2.1.5. Hiring proposal

Committee summary of strengths and weaknesses for each finalist

Rationale for selection or ranking

Any special terms or conditions of appointment

5.2.1.6. The dean in consultation with the department chair determines rank, salary, length of the probationary period, startup support, and special conditions of the appointment, within the provisions of the collective bargaining agreement (e.g., (CBA Article 20.3.3(a).

5.2.1.6.1. Start up funding may be provided to equip a faculty member to deliver laboratory curriculum and scholarship. It is intended to seed externally funded grants. This funding is also stipulated in the contract letter.

5.2.1.6.2. When a candidate does not receive the terminal degree, by the time employment begins, CBA Article 8.2.4 and Academic Affairs policies apply.

5.2.1.7. The offer is tendered by the dean, and is followed by a formal contract letter detailing the terms presented. The offer stipulates all conditions of hire, including rank, salary, duration of probationary period, scheduled year of tenure consideration, possible laboratory startup support, and any other special terms of the appointment.

5.2.1.8. Final approval of faculty contracts lies with Board of Trustees on the recommendation of the provost and president. The dean notifies the successful candidate of final contract approval.

5.2.2. Contracting Lecturers

5.2.2.1. Establishing pools:

5.2.2.1.1. Establish a posting for a lecturer to generate a lecturer pool on PeopleAdmin. Separate pools for part time and full time lecturers may be appropriate.

5.2.2.1.2. Pools need to be renewed annually, on a calendar year basis.

5.2.2.1.3. On the first submission, complete materials including a new official transcript (for the highest degree that qualifies the candidate for the teaching assignment) are required. In subsequent submissions, materials may be reactivated or new materials provided where credentials or experience has changed.

5.2.2.2. Requesting part time appointments:

5.2.2.2.1. Forward recommendations for hire to the dean on a contract request form, drawing on qualified individuals from the pool. If we have not contracted with an individual since the introduction of PeopleAdmin, please attach the applicant materials to the contract request form. The dean's office will verify transcripts that document the relevant advanced degree.

5.2.2.2.2. Faculty on quarterly contracts with an assignment in excess of 15 workload units can be paid for overload on the quarterly assignment at the appropriate lecturer rate.

5.2.2.3. Establishing a one-year full time lecturer positions:

In order to establish a full time lecturer position for the year, submit the request to fill a position (<http://www.cwu.edu/~avpfa/docs/forms.html>) and attach:

Brief justification based on instructional need, indicating how this need has been met in previous years. If it is a new or one-time need, I must seek higher-level approval.

Summary of anticipated funding sources.

Current department load plan showing the requested assignment.

5.2.2.4. Recommending candidates for one-year appointment:

5.2.2.4.1. If the candidate was previously qualified through equal opportunity for a similar appointment, and a current review of instruction that meets the accreditation standard is on file in the dean's office, forward:

Contract request form with the requested annual load

Current C.V. & other application materials

5.2.2.4.2. If the candidate has not previously been qualified through an Equal Opportunity process, a search is required. Review eligible applications in the pool and provide a rationale for qualifying a particular candidate against the pool. The final recommendation will be substantiated by the following:

Applicant log with rationale for recommendation on each candidate

Contract request form with full annual load

Current C.V. & other application materials

5.2.2.5. Contracting full time lecturers:

5.2.2.5.1. For full time non-tenure track appointments, salary levels are established at the college level based on terminal degree and CBA requirements.

5.2.2.5.2. The annual assignment will be paid evenly all three quarters.

- 5.2.2.5.3. When more than 45 workload units are requested, pay rate will be at the appropriate lecturer rate for units in excess of 45 and the overload will be paid in the quarter that the annual load is exceeded.
- 5.2.2.5.4. If the assignment changes after an annual contract is offered, remuneration may need to be adjusted to account for net changes in the assignment. In this case, a revised contract will be issued.

6. Faculty Workload

6.1. Workload for Full Time Faculty

- 6.1.1. The "workload unit" is the basic unit of faculty activity, as defined in CBA Article 13.4.3. Workload assignment is governed by CBA Article 13.
- 6.1.2. Chairs assign and deans approve faculty workload in instruction to meet university requirements and staffing needs. These include general education, service courses, major and graduate programs within the discipline, as well as interdisciplinary and university instructional programs.
- 6.1.3. A full time annual workload is 45 workload units assigned in the areas of instruction (CBA Article 13.3.1), scholarship (CBA Article 13.3.2), and service (CBA Article 13.3.3).
 - 6.1.3.1. Tenured and tenure-track faculty typically carry assignment in all three areas (CBA Article 11.2, 11.4).
 - 6.1.3.1.1. For tenured and tenure track faculty, 80% effort is typically allocated to direct instruction. Reductions in instruction are typically funded from sources external to the university or college, or are part of a formal administrative assignment requested by the university, such as department chair.
 - 6.1.3.1.2. Faculty workload assigned in research supports the continuing academic qualifications of the faculty, program strength, and the university's advancement of knowledge. This work is typically assigned to ranked faculty (CBA Article 11.2).
 - 6.1.3.1.3. Faculty service is essential to the functioning of the university, professions, and contributes to community life. This work is typically assigned to ranked faculty (CBA Article 11.2).
 - 6.1.3.2. The letter contract specifies workload for non-tenure track faculty on fixed-term appointments (CBA Article 11.3).
 - 6.1.3.3. Faculty members perform professional duties consistent with CBA Article 11.
 - 6.1.3.4. Workload units for team-taught classes will be divided equally among the participating faculty members unless otherwise assigned by the dean in consultation with the department chair.
 - 6.1.3.5. Independent study, student research, thesis, and other individual student supervision may be formally assigned as part of workload; this assignment is limited

to the load specified in the workload plan, to a maximum of six workload units per academic year for individual faculty members.

6.2. *Overload Assignments*

- 6.2.1. Annual workload in excess of 45 workload units per academic year is considered an overload for annually contracted faculty; quarterly workload in excess of 15 workload units per quarter is considered an overload for quarterly contracts (CBA Article 13.4.3).
- 6.2.2. Overload assignments are discouraged, and are typically assigned only when unforeseen staffing shortages arise. An overload must be assigned by the chair and approved by the dean and provost in advance. It is paid when the workload units specified in 6.2.1 are exceeded.
- 6.2.3. An overload is remunerated as stipulated in CBA Article 14.7.
- 6.2.4. Overloads are limited to 20% (9 workload units) of the annual academic year contract.
- 6.2.5. Faculty work as part of an overload is performed and evaluated in excess of regularly established performance expectations.

6.3. *Alternate Assignments*

- 6.3.1. Faculty may be assigned non-teaching activities in lieu of regular 80% instructional workload units. These are typically funded from sources external to the university or college; such as research leave supported by the Office of Graduate Studies and Research, research program development, technical training, professional leave, and grant-funded research.
- 6.3.2. Alternate assignments, budget sources, and performance expectations are identified and approved through the annual workload plan. The duties, workload units, and budget source are specified on the workload plan and the Alternate Assignment Request Form.
- 6.3.3. Alternate assignments must be activities required by the university, assigned by the department chair, and approved by the dean.

6.4. *Consulting*

- 6.4.1. Unremunerated consulting may be consistent with the university's mission to make faculty expertise available to the public (CBA Article 13.3.3.a).
- 6.4.2. Remunerated consulting activity that interferes with the performance of primary faculty duties, such as meeting classes as scheduled, is proscribed. Remunerated consulting requires advance approval of the dean and provost, on recommendation of the department chair, subject to the state ethics guidelines, Board of Trustees and the Collective Bargaining Agreement.
- 6.4.3. Externally compensated consulting activities, commissioned manuscripts, and other works for hire cannot be counted as part of faculty workload.

- 6.4.4. Faculty members may not use university resources in pursuit of remunerated consulting activities without compensating the university.

7. Performance Review

The performance of COTS faculty and staff is periodically reviewed in conformance with accreditation standards, university policy, and state law. This review supports effective job performance and identifies areas where professional development would be beneficial to the university; it is coordinated at the college level.

7.1. College Standards for Faculty Review

Tenured and tenure track faculty members are reviewed for reappointment, tenure, promotion, award of merit, and ongoing professional development after tenure. The process and schedules for each type of review are specified in the collective bargaining agreement (CBA Article 20.2), the Academic Affairs policy manual, and the Academic Affairs annual calendar; the required materials are detailed on the COTS cover sheet appropriate to each type of review. The office of the provost maintains the official copy of the Professional Record for COTS faculty. Notification of required periodic review follows the timelines laid out in the annually published academic affairs calendar.

In conformance with university standards, review of tenured and tenure-track faculty centers on the three required performance areas: instruction, scholarship, and service. Work performed in all three areas is expected to meet professional standards including collegiality. Non-tenure track faculty and phased retirees are evaluated for instruction; other duties are evaluated when they are part of their contract.

7.1.1. Instruction: Standard and Evaluation

- 7.1.1.1. Effective instruction is the central element of faculty work.
- 7.1.1.2. Effective instruction requires thoughtful and responsive course design, development of appropriate instructional techniques, articulation of student learning objectives, assessment of student learning, and maintenance of the completeness and currency of a faculty member's understanding of his or her discipline. Effective teaching is shaped by formal evaluation and by ongoing professional development.
- 7.1.1.3. The college values multiple modes of instruction and recognizes that student learning occurs in a variety of field, laboratory, research, classroom, and other settings and contexts. Delivery of instruction and its evaluation should reflect this diversity.
- 7.1.1.4. The administration of the Student Evaluation of Instruction (SEOI) is required in all courses with five or more students. Departments and individual faculty may develop their own instruments and means of teaching evaluation to complement but not to replace the SEOI.
- 7.1.1.5. Departments must retain summaries of SEOI including transcription of written comments, using the university's SEOI forms and other evidence of teaching effectiveness, in accordance with college and department policies.
- 7.1.1.6. In conformance with accreditation standards, all teaching faculty are evaluated using multiple methods that typically include student evaluation, peer evaluation through classroom observation, review of syllabi and/or course materials, self-reflection, and assessment of student learning objectives. The instruments and results of evaluation are included in the personnel file.
- 7.1.1.7. Non-tenure track faculty members are expected to maintain effective teaching, as demonstrated through such evaluation.

- 7.1.1.8. Candidates for reappointment shall demonstrate concrete evidence of effective teaching and professional growth.
- 7.1.1.9. Candidates for tenure shall demonstrate a pattern of productivity that demonstrates effectiveness in teaching and promises sustained productivity throughout their career.
- 7.1.1.10. Candidates for promotion are evaluated in accordance with the University Faculty Performance Standard. Effective teaching demonstrated through the evaluation specified in 7.1.1.6 and through progressive professional growth is required for promotion to Associate Professor. Teaching that consistently exceeds expectations and commands the respect of faculty and students is required for promotion to professor.
- 7.1.1.11. Faculty members undergoing post-tenure review are expected to maintain these rank-appropriate levels of performance in teaching.

7.1.2 Research and Scholarly Activity: Standard and Evaluation

- 7.1.2.1. Research and scholarly activity are essential duties of university faculty, and are valued for their contribution to instruction, service, professional development, and the advancement of knowledge. Scholarship takes many forms and is characterized by validation of rigor and dissemination outside the university.
- 7.1.2.2. University and accreditation standards recognize publication in national peer-reviewed venues as an essential form of such validation and dissemination for all faculty members. These correspond to Category A products identified by the University Faculty Performance Standard or discipline-specific, equivalent products established by departmental standards that have been approved at the college and university levels.
- 7.1.2.3. Other forms of faculty scholarship enrich the intellectual life of the faculty, the students, and the university. These correspond to “other products” identified by the University Faculty Performance Standard, herein referred to as Category B products or discipline-specific, equivalent products established by departmental standards that have been approved at the college and university levels.
- 7.1.2.4. In the context of the University Performance standard, departments may establish discipline-specific faculty scholarship standards that support the programmatic goals of the department. These standards require approval of the dean and provost.
- 7.1.2.5. Candidates for reappointment shall demonstrate concrete evidence of progress towards scholarly contributions.
- 7.1.2.6. Candidates for tenure shall demonstrate a pattern of productivity that demonstrates substantive scholarly contributions and promises sustained productivity throughout their career.
 - 7.1.2.6.1. This record should include regular contributions in both 7.1.2.2 and 7.1.2.3 above.
 - 7.1.2.6.2. Among the regular contributions, at least one category A product shall demonstrate the candidate’s ability to initiate scholarly work at CWU and lead it to peer-reviewed dissemination.
 - 7.1.2.6.3. The pattern of productivity is further substantiated by evidence of projects in different stages of development.
- 7.1.2.7. Candidates for promotion shall provide evidence of regular and substantive contributions of peer-reviewed scholarly work in the categories listed in 7.1.2.2 or comparable products when these have been established by university-approved department personnel standards. These products shall be complemented by scholarly activities such as those listed in 7.1.2.3 in accordance with the University Faculty Performance Standard. Faculty members are especially encouraged to mentor students in research leading to external dissemination.

- 7.1.2.8. In accord with accreditation standards, all tenured faculty members are expected to sustain scholarly activity, during any given post-tenure review period. The balance of instruction, scholarship, and service may evolve throughout an individual's career and performance expectations in each category are established through the workload plan that is assigned by the department and approved by the dean.
- 7.1.2.9. When departments request the evaluation of scholarship by external experts as part of the tenure, promotion, or post-tenure review consideration special procedures for soliciting and handling external evaluations apply. These are detailed in 7.2.5.

7.1.3. Service: Standard and Evaluation

- 7.1.3.1 Service is an essential element of faculty life; faculty service contributes expertise and effort to departments, the university, professional communities of scholars, and the citizenry.
- 7.1.3.2. University service is assigned in accordance with university policy. The dean, in consultation with the department chair, assigns college level service. The department chair assigns department level service.
- 7.1.3.3. Service activities are defined in CBA Article 13.3.3 and may include participation in university governance, public lectures, service as chair or program director, unremunerated consultancies, community activities related to one's discipline, advisement of student organizations, service to professional organizations, and contributions to department operations and activities. Faculty members are especially encouraged to mentor and collaborate with students in community service. Departments may establish tailored guidelines for appropriate types and levels of discipline-specific faculty service activities established by departmental standards that have been approved at the college and university levels.
- 7.1.3.4. Faculty members are responsible for providing documentation of service activities and contributions in their professional files.
 - 7.1.3.4.1 Candidates for reappointment shall demonstrate progressive growth towards appropriate service contributions.
 - 7.1.3.4.2 Candidates for tenure shall demonstrate a pattern of productivity that demonstrates appropriate contributions in service and promises sustained productivity throughout their career.
 - 7.1.3.4.3 Candidates for promotion are evaluated in accordance with the University Faculty Performance Standard, which requires a substantive contribution to university, professional and/or community service for promotion to Associate Professor, and sustained contributions to university life, and increasing service to professional organizations and/or the community for promotion to Professor.
 - 7.1.3.4.4. Faculty members undergoing post-tenure review are expected to sustain contributions in university, professional and community service appropriate to their discipline, tenure, and rank.

7.2. Departmental Performance Standards

University-approved standards guide evaluation of each faculty member by the department personnel committee and the department chair. These are developed in accordance with 20.1.1 of the CBA, and require approval of the dean and the office of the provost.

Departmental standards for reappointment, tenure, and promotion, and for post-tenure review shall align with the university and college standards. The department will ensure that its personnel policy document is consistent with, and in no case less stringent than college and university provisions. Periodic revision may be required.

Modification of approved criteria for reappointment, tenure, promotion, or post-tenure review for an individual position may sometimes be warranted. A split appointment between science education and a discipline department is a typical example. The modified criteria are agreed upon by the faculty member, the department chair in consultation with the department personnel committee, and the dean; and approved in advance by the provost. Approval at all levels must be in writing (Collective Bargaining Agreement, section 27.3) and the modification must be stipulated in documents such as the initial contract letter or subsequent letters of agreement.

Performance standards will be posted at <http://www.cwu.edu/~cots/facultyforms.html> and linked below, as they are approved:

7.2.1 Performance Standard - Department of Anthropology & Museum Studies

7.2.2 Performance Standard - Department of Biological Sciences

7.2.3 Performance Standard - Department of Chemistry

7.2.4 Performance Standard - Department of Computer Science

7.2.5 Performance Standard - Department of Geography & Land Studies

7.2.6 Performance Standard - Department of Geological Sciences

7.2.7 Performance Standard - Department of Law & Justice

7.2.8 Performance Standard - Department of Mathematics

7.2.9 Performance Standard - Department of Physics

7.2.10 Performance Standard - Department of Political Science

7.2.11 Performance Standard - Department of Psychology

7.2.12 Performance Standard - Department of Sociology

7.3. *Professional Record*

- 7.3.1. For all performance reviews, it is the candidate's responsibility to assemble and present an appropriate portfolio of accomplishments during the review period, known as the professional record. The professional record provides documentation of performance in all three areas of evaluation, making clear the relationship between supporting materials and the evaluation categories and criteria.
- 7.3.2. The professional record is prepared using a standardized format. The period under review and appropriate materials vary among some review processes; the appropriate materials and review period are specified on the record cover sheet. The dean's office distributes a binder at the time of the initial reappointment review or upon request, and this should be reused during subsequent review. Format specifications for preparing the professional record can be found in Appendix A of this document. Required forms may be found on the College of the Sciences web site, <http://www.cwu.edu/~cots/docs/docs.html>.
- 7.3.3. Professional records submitted in support of reappointment, tenure, and post-tenure review should include all performance evaluations, at all levels, since the initial hire. Promotion considers the record of accomplishments in current rank at CWU, and the professional record must contain all performance evaluations at all levels for that period. Previous experience may be relevant in establishing a sustained record of productivity but the criteria for promotion to a particular rank must be met during the period under consideration. The period for consideration of merit is specified at the university level.

- 7.3.4. Colleagues, students, and others familiar with the candidate's work are permitted to submit letters that attest to specific contributions or qualities of the candidate relevant to their performance in any of the three evaluation areas. These letters may be submitted to the chair or personnel committee prior to the deadline for file submission.
- 7.3.5. Upon completion of the review process, professional records will be maintained in the office of the provost. Each faculty member should retain a copy of his or her professional record and the portfolio of supporting materials.

7.4. *Review Deadlines, Revision of Departmental Performance Standard, and External Letters*

- 7.4.1. Eligibility for personnel action is established in the collective bargaining agreement. Deadlines for personnel evaluation and action are published in the Academic Calendar for each year. Responsibility for meeting deadlines rests with the faculty member. The academic calendar may be found online at <http://www.cwu.edu/~provost/schedulecalendar.htm>
- 7.4.2. Recommendation of candidates for reappointment, promotion, tenure, or post-tenure review by tenured department faculty, department personnel committee, chairs, the college personnel committee, and the dean are based on the candidate's submitted Professional Record, consistent with department, college, and university standards and other factors.
- 7.4.5. Solicitation of an external evaluation of scholarship for tenure, post-tenure review, or promotion decisions by the department, dean, or office of the provost must adhere to a routine and clearly specified process. When such evaluation is solicited, opinions from a mix of experts in the relevant sub-discipline are required. The request should identify the activities for which an evaluation is solicited (scholarship), and provide a portfolio that supports the requested evaluation. The candidate may suggest some such experts; a department specified proportion of not less than half of the solicited evaluations must be from people whose names are not provided by the candidate. In support of the confidentiality and objectivity of such evaluation, the letters will be kept in a sealed envelope in the faculty member's professional file in the office of the provost. Only those who formally recommend a personnel action may access the evaluations of the candidate during the review process. The letters will not be made available to the candidate.

7.5. *Levels of Review*

The department personnel committee, the chair, the college personnel committee, the dean, and the office of the provost provide official recommendations in personnel decisions as specified in CBA Articles 9, 10, and 13. Faculty members who participate in professional education programs may also seek review by the Center for Teaching and Learning.

7.5.1 Department Personnel Committee

- 7.5.1.1 Committee Membership: The department personnel committee comprises at least three voting members of appropriate rank, and is established in accord with CBA Article 20.5.1.
 - 7.5.1.1.1 Faculty members with formal assignment to Science Education may request that a special appointment be made to the department personnel committee from that program.
 - 7.5.1.1.2 The dean nominates and the provost appoints special ad hoc committee members in accordance CBA Article 20.5.3.

- 7.5.1.2 Department review for reappointment, tenure, promotion, and post-tenure review follows the process established in CBA Article 20.6.2.
- 7.5.1.3 As part of the formal review process, the department personnel committee reviews and evaluates the work of candidates for reappointment, tenure, promotion, and post-tenure review (CBA Article 20); and also reviews performance in the assigned workload for all non-tenure track faculty (CBA Article 10.2). The committee uses university, college, and department standards as the basis for evaluation and recommendation (CBA Article 20.1). The personnel committee makes separate written evaluation and recommendation to the dean.
- 7.5.1.4 After recommending on reappointment or post-tenure evaluation, the personnel committee will meet with each candidate to discuss performance and professional plans.

7.5.2 Department Chair

- 7.5.2.1. The chair meets with each new faculty member during his/her first quarter at CWU in order to orient her/him concerning reappointment, tenure, promotion, and post-tenure review procedures and expectations. The chair also provides copies of student evaluation forms, describing how they are administered and maintained in the department as well as explaining their role and significance in reappointment, tenure, promotion, and post-tenure review decisions.
- 7.5.2.2 Department chair review for reappointment, tenure, promotion, and post-tenure review follows the process established in CBA Article 20.6.2.
- 7.5.2.3 As part of the formal review process, the chair evaluates the work of candidates for reappointment, tenure, promotion, and post-tenure review (CBA Article 20); and also reviews performance of the assigned workload for all non-tenure track faculty (CBA Article 10.2). The chair uses university, college, and department standards as the basis for evaluation and recommendation (CBA Article 20.1). The chair makes separate written evaluation and recommendation to the dean.
- 7.5.2.4 After recommending on reappointment or post-tenure evaluation, as well as periodically throughout the year, the chair will meet with each candidate to discuss performance and professional plans.

7.5.3 College Personnel Committee

- 7.5.3.1 College Personnel Committee membership eligibility and appointment is detailed in CBA Article 20.5.2 and Section 1.2.2 of this manual.
- 7.5.3.2 College level review for tenure and promotion follows the process established in CBA Article 20.6.2.
- 7.5.3.3 As part of the formal review process, the college personnel committee reviews and evaluates the work of candidates in the areas of instruction, scholarship, and service for tenure and promotion (CBA Article 20). The committee uses university, college, and department standards as the basis for evaluation and recommendation (CBA Article 20.1). The college personnel committee makes separate written evaluation and recommendation to the dean.

7.5.3 Dean

- 7.5.3.1 As part of the formal review process, the dean reviews and evaluates the work of candidates for reappointment, tenure, promotion, and post-tenure review (CBA Article 20).
- 7.5.2.3 The dean uses university, college, and department standards as the basis for evaluation and recommendation (CBA Article 20.1). The dean conveys college and department level recommendations to the provost.

7.5.2.4 The dean's review for reappointment, tenure, promotion, and post-tenure review follows the process established in CBA Article 20.6.2.

7.6. Performance Adjustment

The Performance Adjustment process is specified at the University level. The college Structured Performance Record may also be required, if not specified.

7.7. Chair Review

The dean initiates review of the department chair, required annually by university policy. A form for chair review is available on the college web site.

7.8. Staff Review

7.8.1. State law and university policy require a Performance & Development Plan and annual review for classified staff. This review is typically conducted by the chair and is forwarded to the dean during spring quarter. Human Resources provides a standard format for this review.

7.8.2. University policy requires annual evaluations for exempt employees. This review is typically conducted during spring quarter. Exempt employees are evaluated in the elements of their position descriptions, or according to the tasks specified by grants and contracts. The review is conducted by the supervisor or chair, and is forwarded to the dean during spring quarter.

8. Fiscal Policies

8.1. Grants

8.1.1. Pre-approval for proposal submission. Before submitting a proposal for grant funding, project directors complete the pre-approval form, with a preliminary project summary and budget for planning purposes. Pre-approval allows planning for institutional support requirements of the proposed grant activity. The form asks for descriptions of support requirements such as space assignment, hard or in-kind matching, faculty reassignments to be funded by the grant, student assistants, computer equipment, and other resources required to perform the proposed work. The form is reviewed by the department chair, academic dean, and office of the provost. The form is available on the COTS web site at <http://www.cwu.edu/~cots/docs/>.

8.1.2. Faculty time budgeted as direct costs within a grant must reflect the full cost of the faculty salary and benefits for faculty members assigned to the grant. In special cases where only faculty replacement costs are allowed by award regulation, faculty effort should be budgeted at 150% of the terminal degree senior lecturer rate, in order to offset the variable cost of replacement.

8.1.3. Indirect Cost Sharing. Some grants include indirect costs, to compensate the university for its facilities and administrative costs. Currently, 40% of recovered indirect revenue is forwarded to the dean. The policy of the college is to retain 5% of total indirect funds and transfer the remaining 35% to the principal investigator's department.

8.1.4. Grant- and contract-funded reassignment is typically limited to the instructional load for tenured and tenure track faculty, consistent with the “Alternate Assignments” section of this manual; faculty members are expected to continue their regular scholarship and service assignments.