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**Pacific University**

**College of Arts and Sciences**

**Faculty Personnel Committee**

**Policies and Procedures**

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## **Introduction**

This manual, approved by the faculty of the College of Arts and Sciences, is intended to serve as a guide for the Personnel Committee in carrying out its responsibilities within Pacific University's governance system.

Chapter 4 of the University Handbook (<http://www.pacificu.edu/policies/>) governs personnel reviews, and it provides a thorough explanation of faculty appointments, the handling of personnel files, and the criteria for faculty advancement. The Personnel Committee (PC) is bound by the policies and procedures outlined in Chapter 4 of the University Handbook, and the college policies and procedures outlined below are intended to guide the PC within university policies. (Note: items marked with an asterisk [\*] denote policy statements the accuracy or efficacy of which are under FPC examination.)

### **Personnel Committee Responsibilities**

(See Section II.D of Faculty Governance in the College of Arts and Sciences at [www.pacificu.edu/asfaculty/](http://www.pacificu.edu/asfaculty/))

- I. Purpose. The purpose of the Personnel Committee (PC) is to assist in creating and maintaining an Arts & Sciences faculty of the highest quality. Members serve on the University Personnel Committee, which recommends tenure and considers severance of tenured faculty members. In the College of Arts & Sciences the committee:
  - a. Recommends to the faculty policies defining faculty responsibilities and conditions of service; criteria and procedures for evaluation, promotion, and tenure; rewards for merit; and other policies, as required by Chapter 4 of the University Handbook.
  - b. Reviews the distribution of ranks within the faculty, including the rank offered to new faculty members, and also the distribution of compensation among and within ranks, and report its findings and recommends changes of policy, as appropriate.\*
  - c. Monitors the evaluation of faculty members for fairness, consistency, and promotion of high standards; reviews progress of non-tenured faculty members, and conducts the comprehensive third-year review.
  - d. Makes decisions on promotion requests and presents those to the University Personnel Committee.
  - e. Reviews tenure-track, extended-term-track, and extended-term faculty members and makes recommendations to the Dean on contract renewals.
  - f. Makes recommendations on tenure requests and present those to the University Personnel Committee.
  - g. Maintains and makes available to faculty members a list of ancillary course evaluation questions.\*
  - h. Approves Memoranda of Understanding on entering rank and time to tenure for new tenure-track hires.\*
- II. Composition. The PC consists of five tenured full-time faculty members, elected by their colleagues (three by their schools; two at-large; no more than two members from any school) to staggered, three-year terms, and the Dean of the College. The committee elects its chair from among the faculty members.
- III. Confidentiality. In all matters concerning individuals, deliberations of the committee are held in strict confidence.

### **Committee Membership and Voting**

- I. Policy. The Personnel Committee consists of the Dean and five elected faculty members, at least one from each school of the college. Each faculty member is elected to a three-year term. If a member resigns during a term, she or he is replaced by a duly elected faculty member for the duration of the term. All PC faculty members must be tenured members of the faculty of the College of Arts & Sciences.

The faculty members of the committee elect a Chair and Secretary at the first meeting of the academic year. The term of office is one academic year. The Chair works with the Dean to set the agenda and represents the PC to the faculty and to the University. The Secretary records and maintains committee minutes, filing the approved official minutes in the Deans Office. The Secretary also works with the Dean's Executive Assistant to ensure that the proper files are available at PC meetings.

The Dean is a full participant in the discussions of the committee but does not have a vote. The Dean works with the Chair to set the PC agenda, presents a list of personnel decisions due for the academic year to the committee at the beginning of each academic year, and is responsible for the proper maintenance of all faculty personnel files.

All PC decisions are made by majority vote. In the case of a tie vote, the matter is put over until the entire committee can be present. If a tie vote is caused by an abstention, a tie motion fails or goes forward as a tie in the case of a recommendation for tenure.

### **Confidentiality**

- I. Policy. All information and deliberations related to individual personnel issues, both written and verbal, remain confidential within the committee.
- II. Purpose. Assurance of confidentiality encourages full disclosure and is essential for effective deliberation by the committee. It also ensures the individual faculty member's right to privacy.
- III. Procedures.
  - a. Individual folders are provided to store PC minutes, documents, notes, and other materials of committee members. At the close of each meeting, all folders are collected and stored by the Secretary in a designated location in the Dean's Office to maintain confidentiality.
  - b. At the direction of the Dean, all prepared faculty personnel files are stored in the Dean's Office for access and review by committee members; selected materials are duplicated in secured BOX folders.
  - c. At the close of each academic year, all official minutes of meetings from the closing year are compiled and stored in a designated archival notebook in the Dean's Office.
  - d. All faculty personnel files, committee member folders, and minutes of the committee are stored in a locked file to maintain confidentiality.

### **Access Schedule**

All files are open for input until the posted closing date prior to review for tenure or promotion. With two exceptions, they remain closed to input until the University Personnel Committee has rendered a decision regarding tenure or promotion. The first exception is in the case where a personnel committee has rendered a negative decision; in this case the faculty member may add material as part of an appeal. The second exception is the addition of new *and* significant information pertinent to the tenure or promotion case. The criterion of new *and* significant is determined by mutual agreement of the Provost and the chair of the University Personnel Committee. The faculty member is entitled to ten days in which to respond to the newly added material.

It is recommended that faculty members become familiar with sections 4.6, 4.7, and 4.8 of the University Handbook.

## Personnel Files

### Location and personnel access

<b>File</b>	<b>Location</b>	<b>Access<sup>1</sup></b>	<b>Contents</b>
<b>Black</b>	Office of Human Resources (A copy can be retained in the office of the relevant Dean or Director.)	Director of Human Resources	Appointment Contract Salary History Administrative records (University Handbook 4.6.1.c.3)
<b>Red</b>	Office of the relevant Dean or Director	University Personnel Committee	Letters written in confidence prior to 1 September 2005. Letters written with a waiver of access from the faculty member.
<b>White</b>	Office of the relevant Dean or Director	University Personnel Committee The faculty member The faculty member's department chair.	Memorandum of Understanding Letters written from the personnel committee. Letters by faculty member to the personnel committee Letters without waiver of access (after 8-31-05) Department Chair evaluations Student evaluations Syllabi from the faculty member's courses over the most recent three years. Most recent résumé Sample work (professional and scholarly) from the faculty member.

### Faculty Evaluation Procedures

- I. Policy. The PC must adhere to the procedures outlined below as it evaluates the performance of faculty members.
- II. Purpose. The purpose of the procedures is to clarify the process by which faculty members provide and receive input on their performance and to specify the material used in the review process.
- III. Types of Reviews (See Performance Review Summary Table on page 12).
  - a. Standard Performance Review. This review is undertaken for:
    - tenure-track, extended-term-track, and term faculty members annually, until the review for tenure or extended-term appointments or for promotion
    - tenured faculty members annually until review for promotion to associate professor\*
    - extended-term faculty members every three years, unless the review is for promotion
    - tenured associate professors (except for promotion) and tenured full professors every five years

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<sup>1</sup> The University President, Provost and any of their designees and the Dean or Director of the faculty member's school have access to all files.

During the course of these reviews, the PC considers syllabi, curriculum vitae, course evaluations, annual workload reports, self-evaluations, colleague evaluations, and other materials in the personnel file. Comment is solicited from colleagues within the college; input from department members is expected. Input from department chairs is required for tenure-track and extended-term-track faculty members in the fall of their second and subsequent academic years and until they receive indefinite tenure or an extended-term contract.

- b. Comprehensive Third-Year Review. This review is undertaken for tenure-track and extended-term-track faculty members in the fall after the completion of two full years at Pacific.

During the course of these reviews, the PC considers the elements included in Standard Performance Reviews, plus comments solicited by the PC from Pacific colleagues. Input from department members is required.

- c. Tenure and Promotion Reviews. This review is for faculty members requesting tenure and promotion or promotion. This type of review also is used for extended-term-track faculty members who request an extended-term appointment.

During the course of these reviews, the PC considers the elements included in Third-Year Reviews, plus comment solicited by the PC on behalf of the applicants from colleagues outside Pacific. Input from department members is required, although the failure of any given department member to comply does not constitute a procedural error in the review. See Appendix 5 for PC Tenure & Promotion Standards.

#### IV. Procedures.

- a. Frequency of Performance Reviews. Tenure-track and extended-term-track faculty members and term faculty members with continuing appointments receive performance reviews annually, including a comprehensive third-year review in the fall of their third year at Pacific. Tenured assistant professors continue to receive annual reviews until they are promoted to associate professor. Extended-term faculty members are reviewed every three years, unless promotion is requested. Associate professors and professors receive performance reviews as follows: three years after promotion to associate professor and every five years thereafter, unless promotion is requested. The faculty member may request more frequent reviews, and if there seem to be problems that need to be addressed, the PC may choose to have more frequent performance reviews.
- b. Personnel Files. The PC carefully examines the personnel files of faculty members under review. Insofar as possible, each file is read by two committee members, one from the faculty member's school and the other from outside the school. These two readers provide a thorough summary to the rest of the committee. For third-year and tenure and promotion reviews, all committee members read the files. Faculty members under review are encouraged to examine their open personnel files prior to September 15 each year to ensure that the materials are complete and up to date.
- c. Annual Workload Report and other annual submissions: All continuing full-time faculty are required to submit, annually by the second Friday in September, an Annual Workload Report and an updated Curriculum Vitae via the electronic submissions and updated syllabi to their respective school administrative assistants. The committee also asks that all faculty members maintain in their offices, for courses taught during the past three years, representative samples of handouts, assignments, and texts. The Annual Workload Report form is available on the Personnel Review Resources website.
- c. Self-evaluations. More comprehensive than the Annual Workload Report, these forms provide those faculty members scheduled for reviews with an opportunity to present to the committee accurate information regarding their teaching, service, and professional development. Faculty members scheduled for reviews are required to complete self-evaluation forms by the dates published annually.

Faculty members, at their option, may submit more frequent self-evaluations. The self-evaluation forms are available on the Personnel Review Resources website.

- d. Annual Workload Summary, Curricula Vitae, Syllabi, and other Materials. Submission of an Annual Workload Summary and *c.v.* from all faculty members, including those not under review, are mandatory and are to be submitted to the Dean's Office before the second Friday in September each year. All faculty members are required to submit syllabi annually.
- e. Student Evaluations. For those under review, the committee examines all student course evaluations extending back to the previous review or relevant to the tenure or promotion review window. For those not under review, school directors check the summary student-evaluation sheets semi-annually and inform the PC if difficulties are perceived. If the PC concurs, it may order an extra review or more frequent reviews and may require more frequent self-evaluations.
- f. Colleague Comments. Each fall, the PC requests that department chairs bring to the attention of the committee any perceived problems with individual faculty members that might warrant some attention. Department chairs are expected to review the course evaluations for members of their departments; Directors are expected to review the course evaluations for department chairs in their divisions. Comments are also solicited from colleagues as outlined in "III. Types of Reviews," above, and in the "Performance Review Summary Table" on page 13. Special reviews can be triggered by any indication of performance problems that warrant immediate attention.
- g. Written Evaluation. Faculty members under review receive from the committee written evaluation of performance and feedback on progress toward an extended-term or tenure contract or promotion. The committee writes a letter to each faculty member reviewed that summarizes the results of the committee's evaluation. If applicable, the letter includes specific steps that might be taken to improve performance and the likelihood of promotion or tenure. Copies of this letter are sent to the faculty member and are available for inspection by the Director and department chair in the Dean's Office or in a secured BOX folder. When the renewal of a contract is at stake, the committee may pursue a second, spring review focused on specific areas of concern, in order to make more informed contract renewal recommendations in May.

### **Annual Standard Review for Tenure-Track and Extended-Term-Track Faculty Members and Term Faculty Members with Continuing Appointments**

- I. Policy. The PC reviews annually the personnel files, comment from colleagues, all student evaluations, the annual workload report, the self-evaluation, and any other materials submitted by the faculty member, and gives each faculty member a written evaluation of performance, including any recommendations regarding reappointment, tenure, or promotion.
- II. Purpose. The purpose of the annual review is to evaluate, through an annual formal process, the faculty member's progress towards tenure, an extended-term contract, or renewal of a term contract. The review focuses on the faculty member's performance related to meeting the standards relevant to the type of contract, as appropriate. See Appendix 5 for PC Tenure & Promotion Standards.
- III. Procedures.
  - a. The Dean solicits letters related to the faculty member's performance from all college faculty members. Input from department chairs is required for tenure-track and extended-term-track faculty members in the fall of their second and subsequent academic years and until they receive indefinite tenure or an extended-term contract. All letters received are placed in the faculty member's open personnel file, and letter writers are sent acknowledgments from the Dean's Office. As described in Chapter 4 of the

University Handbook, the faculty member may view any letter for which there is no signed waiver for viewing the letter. Letters covered by waivers are filed in a restricted-access file. The Dean summarizes for the faculty member, in writing and without attribution, concerns expressed in materials covered by waivers.

- b. The faculty member must update her or his open personnel file, containing the self-evaluation and all obligatory content items, in accordance with the guidelines provided in Chapter 4 of the University Handbook and by the published deadlines for beginning of annual reviews for tenure-track, extended-term-track, and term faculty members.
- c. The Dean makes the open and restricted personnel files of the faculty member available to the Committee.
- d. The committee completes all annual reviews during the fall semester, as follows:
  1. The committee reviews the material related to the faculty member's performance in accordance with the criteria outlined in Chapter 4 of the University Handbook.
  2. Following deliberations, the committee votes to reach a decision regarding the recommendation for continuance of the faculty member's contract.
  3. The committee provides, through the Dean, a written summary of its evaluation to the faculty member and an opportunity for her or his department chair and Director to read the letter in the Deans Office.
  4. By the appropriate date designated in Chapter 4 of the University Handbook, the Dean presents notification of termination to those faculty members who did not pass the annual reviews or a secondary special spring review, when such a review is warranted.
- e. The faculty candidate has ten (10) working days from the receipt of the written summary in which to submit a written response to be included in the personnel file.

### **Comprehensive Third-Year Review**

- I. Policy. The PC conducts a comprehensive third-year review of each tenure-track and extended-term-track faculty member in the fall of her or his third year at Pacific.
- II. Purpose. The purpose of the third-year review is to evaluate, through a formal process, the faculty member's progress towards tenure or an extended-term contract.
- III. Procedures.
  - a. The Dean alerts the faculty candidate to the upcoming review process, requests the completion of a waiver form, and solicits letters related to the faculty member's performance from all members of the university community. Input from the department chair and department colleagues is required. All letters received are placed in the faculty member's open personnel file or, if right of access is waived, in the restricted-access file, and letter writers are sent acknowledgments from the Dean's Office. As described in Chapter 4 of the University Handbook, the faculty member may view any letter in the file for which there is no signed waiver to view the letter. The Dean summarizes for the faculty member, in writing and without attribution, concerns expressed in materials covered by waivers.
  - b. The faculty member must update her or his open personnel file, containing all obligatory content items in accordance with the guidelines provided in Chapter 4 of the University Handbook, and signs the personnel file sign-off sheet by the stated deadline.



- c. The committee must complete all third-year comprehensive reviews prior to February 15. The committee evaluates the faculty member's performance using the criteria outlined in Chapter 4 of the University Handbook. Tenure-track candidates also are subject to the standards contained in PC Tenure & Promotion Standards (see Appendix 5). Following deliberations, the committee votes by secret ballot to reach a decision regarding continuance of the faculty member's contract. A majority of negative votes is required for discontinuance. A written evaluation that summarizes the committee discussion is sent to the faculty member by the Dean, and an opportunity is provided for the faculty member's department chair and Director to read the letter in the Dean's Office.
- d. The Dean presents notification of termination to those faculty members who did not pass their third-year review or do not pass a secondary special spring review, when such a review is warranted.
- e. The faculty candidate has ten (10) working days from the receipt of the written summary in which to submit a written response to be included in the personnel file.
- f. Appeals of the committee's decisions follow procedures found in Chapter 4.5 of the University Handbook.

### **Tenure Review**

- I. Policy. The PC will conduct a tenure review at the time specified in the faculty member's initial letter of appointment/contract, unless this date has been changed in writing according to the criterion stated in the University Handbook, in which case the tenure review will occur on the new date.
- II. Purpose. The purpose of tenure review is to evaluate, through a formal process using university tenure criteria, including those in Chapter 4 and in PC Tenure & Promotion Standards (see Appendix 5), the faculty member's suitability for a tenure appointment.
- III. Procedures.
  - a. Tenure-track faculty members are scheduled for tenure review at the time stipulated in their initial contracts or as officially amended.
  - b. The Dean and the PC Chair meet with the faculty candidates for tenure by October 1 to review the process and to obtain from each of them a list of Pacific faculty and staff members, 3-6 former students, and 3-6 professional colleagues from whom the candidate wishes the committee to solicit letters related to the faculty member's performance.
  - c. The PC reviews these lists and may add any other Pacific faculty or staff members or outside colleagues whom it believes have particular knowledge about the candidate. All those on the list are sent a request for an evaluation, based on the stated criteria for tenure; students are asked to comment only on the teaching criteria and professional colleagues only on the scholarly/creative activity criteria. All letters received are placed in the faculty member's restricted personnel file, and letter writers are sent acknowledgments from the Dean's Office.
  - d. The committee also solicits letters related to the faculty member's performance from all members of the University community. Input from the department chair and department colleagues and the Dean is required. All such letters received are placed in the faculty member's restricted personnel file (as per page 5), and letter writers are sent acknowledgments from the Dean's Office.
  - e. As described in Chapter 4 of the University Handbook, the faculty member may view any letter in the restricted file received after September 2005 for which there is no signed waiver to view the letter. The Dean summarizes for the faculty member, in writing and without attribution, concerns expressed in materials covered by waivers.

- f. The faculty member must update her or his open personnel file, containing all obligatory content items in accordance with the guidelines provided in Chapter 4 of the University Handbook, and signs the personnel file sign-off sheet by the stated deadline.
- g. The PC completes all tenure reviews by the date provided in the University Personnel Calendar. The committee evaluates the faculty member's performance using the criteria outlined in Chapter 4 of the University Handbook and in PC Tenure & Promotion Standards (see Appendix 5). Following deliberations, the committee votes by secret ballot to reach its recommendation regarding tenure. A summary of the discussion and the results of the vote are reported to the University Personnel Committee at the beginning of its deliberations.
- h. The Dean provides to the faculty member a written summary of the committee's discussion, and an opportunity is provided for the faculty member's department chair and Director to read the letter in the Dean's Office.
- i. The faculty candidate has ten (10) working days from receipt of the written summary from the committee in which to submit a written response to be included in her or his personnel file. The candidate may also request a personal appearance before the University Personnel Committee.
- j. Appeals of the PC's or the University Personnel Committee's recommendations follow the procedures found in the University Handbook.

### **Review for Awarding Extended-Term Contracts**

- I. Policy. The PC conducts an extended-term review at the time specified in the faculty member's initial letter of appointment/contract, unless this date has been changed in writing according to the criterion stated in the University Handbook, in which case the review occurs on the new date. A faculty member who has served Pacific for a period of six years on full-time term contracts must be considered by the PC for a three-year, renewable, non-tenured, extended-term contract, contingent on the university's approving such a position. No faculty member may serve for more than six years on a term contract; if an extended-term contract is not granted within six years, the faculty member is issued a one-year, non-renewable, term contract.
- II. Purpose. The purpose of the extended-term review is to evaluate, through a formal process, the faculty member's suitability for an extended-term contract.
- III. Procedures. The procedures for extended-term review are identical to those for comprehensive third-year review, except that the criteria used are those defined by the letter of appointment and any subsequent amendments.

### **Standard Review for Extended-Term and Tenured Faculty Members**

- I. Policy. The PC reviews the personnel files, comments from colleagues, all student evaluations, Annual Workload Reports, the self-evaluation, and any other materials submitted by the faculty member and gives each faculty member a written evaluation of performance, including any recommendations regarding promotion and reappointment. Tenured assistant professors continue to receive annual reviews until they are promoted to associate professor. Extended-term faculty members are reviewed every three years, unless promotion is requested. Tenured associate professors and professors are reviewed as follows: three years after promotion to associate professor and every five years thereafter, unless promotion is requested. Either the faculty member or the committee may opt for more frequent reviews.
- II. Purpose. The purpose of the review is to implement a formal evaluation process in support of the faculty member's on-going development and to maintain high standards of performance.

### III. Procedures.

- a. The Dean solicits letters related to the faculty member's performance from all college faculty members. All letters received are placed in the faculty member's open personnel file, and letter writers are sent acknowledgments from the Dean's Office. As described in Chapter 4 of the University Handbook, the faculty member may view any letter in the file received after September 2005 for which there is no signed waiver to view the letter. The Dean summarizes for the faculty member, in writing and without attribution, concerns expressed in materials covered by waivers.
- b. The faculty member must update his or her open personnel file, containing the self-evaluation and all obligatory content items in accordance with the guidelines provided in Chapter 4 of the University Handbook, by the published deadline for beginning of annual reviews for tenure-track and term faculty.
- c. The Dean makes the open and restricted personnel files of the faculty member available to the committee.
- d. The committee completes all reviews of extended-term and tenured faculty members by April 15.
  1. The committee reviews the material related to the faculty member's performance in accordance with the criteria outlined in Chapter 4 of the University Handbook (for tenured faculty members, see Appendix 5 for PC Tenure & Promotion Standards).
  2. Extended-term Faculty Members. Following deliberations, the committee votes on a recommendation for continuance of each extended-term faculty member's contract. Extended-term faculty members who do not pass the review are notified by April 15 that their contracts will not be extended; they finish out the remaining two years of their contracts. The committee provides, through the Dean, a written summary of its evaluation to the faculty member and an opportunity for her or his department chair and Director to read the letter in the Dean's Office or in a secured Box folder.
  3. Tenured Faculty Members. The committee provides, through the Dean, a written summary of its evaluation to the faculty member and an opportunity for her or his department chair and Director to read the letter in the Dean's Office or in a secured Box folder.
- e. The faculty member has ten (10) working days from the receipt of the written summary in which to submit a written response to be included in the personnel file.
- f. Appeals of the committee's decisions follow procedures found in the University Handbook.

### **Promotion Review**

- I. Policy. The PC conducts a review of each eligible faculty member who wishes to be considered for promotion. Criteria for eligibility are listed in Chapter 4 of the University Handbook and in PC Tenure & Promotion Standards (see Appendix 5). Assistant professors being considered for tenure or extended-term contracts are normally considered for promotion to associate professor as part of the tenure or extended-term contract process.
- II. Purpose. The purpose of the promotion review is to evaluate, through a formal process using university promotion criteria, those faculty members who have attained the requisite number of years of outstanding service at their present rank and to acknowledge such service with promotion.

### III. Procedures.

- a. The committee reviews eligible faculty members applying for promotion.

- b. In the spring preceding the application year, the Dean provides a list to the committee of those eligible faculty members who wish to be considered for promotion and obtains from each candidate for promotion a list of Pacific faculty and staff, 3-6 former students, and 3-6 professional colleagues from whom the candidate wishes the committee to solicit letters related to the faculty member's performance.
- c. The committee reviews these lists and may add any other Pacific faculty or staff members or outside colleagues whom it believes have particular knowledge about the candidate. All those on the list are sent a request for an evaluation based on the stated criteria for promotion; students are asked to comment only on the teaching criteria and professional colleagues only on the scholarly/creative activity criteria. All letters received are placed in the faculty member's open or (if access waived) restricted personnel files, and letter writers are sent acknowledgments from the Dean's Office.
- d. The PC also solicits letters related to the faculty member's performance from all members of the university community. Received letters are placed in the faculty member's open or (if access waived) restricted personnel files, and letter writers are sent acknowledgments from the Dean's Office.
- e. The Dean summarizes for the faculty member, in writing and without attribution, concerns expressed in materials covered by waivers.
- f. The faculty member must update her or his open personnel file, containing all obligatory content items in accordance with the guidelines provided in Chapter 4 of the University Handbook, and signs the personnel file sign-off sheet by the stated deadline.
- g. The committee completes all promotion reviews prior to March 1. The committee evaluates the faculty member's performance using the criteria outlined in Chapter 4 of the University Handbook and in PC Tenure & Promotion Standards (see Appendix 5). Following deliberations, the committee votes to reach its decision regarding promotion of the faculty member.
- h. If the decision is positive, the committee Chair forwards the recommendation to the University Personnel Committee, where it is reviewed for consistency with university standards. The University Personnel Committee may ask the recommending committee to reconsider its decision, but the University committee may not alter the original recommendation, unless it is out of compliance with University Handbook professional credential standards 4.8.2.b.1, 4.8.2.c.1, or 4.8.2.d.1. The Provost forwards recommendations to the President, who reports them to the Board of Trustees.
- i. If the decision is negative, the Dean provides a written summary of the committee's evaluation and reasons for the negative decision, with the intent of guiding the faculty member in being able to achieve a positive decision in a subsequent year.
- j. The faculty member may appeal a promotion decision only on the grounds of procedure. Procedures are found in Chapter 4 of the University Handbook.

### Performance Review Summary Table

<b>Type of Review</b>	<b>Applicable to</b>	<b>Frequency</b>	<b>Input<sup>2</sup></b>	<b>PC Reviews</b>
Standard <sup>3</sup>	All full-time faculty members	Annual for tenure-track, extended-term-track, and term; three years after promotion to associate; three	Comment solicited from colleagues within the college. Input from department members is <u>expected for all reviews and</u>	Syllabi, c.v., course evaluations, annual workload reports, self-

<sup>2</sup> Teaching, professional development and University service are evaluated in *all* performance reviews.

<sup>3</sup> PC reserves the right to initiate a standard review of any member of the faculty.

		years for extended-term; five years for tenured associate and full professors	<u>required</u> from department chairs for tenure-track and extended-term-track faculty members.	evaluation, colleague evaluations, other materials in the personnel file
Third-Year	Tenure-track and extended-term-track after two full years at Pacific; also used for applications for extended-term appointments	Once	Comment solicited from University community. Input from department members is <u>required</u> .	All of the above plus solicited comment from Pacific colleagues
Tenure / Promotion	Faculty members who have applied for tenure or promotion	As required	Comment solicited from University community. Input from the Dean and department members is <u>required</u> . Letters from outside the University are solicited by the Dean's Office.	All of the above plus solicited comment from outside evaluators and former students

## Other Committee Responsibilities

### Faculty Appointments

The PC must approve any conditions of employment that are unusual, such as shorter time than 4-6 years to a tenure decision and entering in a rank higher than assistant professor. The Dean brings the specifics of the request with all supporting materials to the committee for its review and recommendation.

### Merit Ratings for Annual Salary Increases

*(Note: Until further notice, the university is not following this merit pay procedure. Salary increases are set by the President via a formula for cost of living and comparability increases based on CUPA medians.)*

Annual Salary Increases for A&S Faculty Members.

It is the responsibility of the Dean, in consultation with the Personnel Committee, to establish individual faculty member salaries for the next contract year. The Dean does not share specific information about individual faculty member salaries with the committee.

Salary adjustments are made in accord with the University Salary Model. According to that model, each school or college receives an annual salary adjustment fund based on a needs assessment. This annual pool is used to increase salaries in the College of Arts & Sciences. Salary increases, as specified in the following policies, take into account the increased cost of living, the individual merit of faculty members, an equitably distributed alignment with national average salaries in one's rank and discipline, and promotion decisions

1. Cost of Living. All faculty members receive the cost-of-living adjustment.
2. Merit.

3. Decompression. If salary pool funds exceed the cost-of-living and merit adjustments, the additional funds are used to decompress salaries such that, among faculty member salaries within a given rank, the average percent of salary, given discipline and years in rank, compared with national averages (using CUPA data) are approximately equal.
4. Promotion. A salary increment from outside of the regular salary pool is awarded to those who are promoted. The current amounts are \$3,000 for promotion to Associate Professor and \$4,000 for promotion to Professor.

### **PC Personnel Policy and Procedure Review**

- I. Policy. All PC policies and procedures are reviewed annually by the committee and are revised if deemed necessary, including bringing appropriate changes to Faculty Meeting for approval.
- II. Purpose. Policies and procedures provide a structure by which the personnel evaluation process can occur. The structure must support the intention of the process and requires periodic examination. It is also important that all faculty members have current, accurate, and consistent information related to personnel policies and that procedures accurately reflect the process.
- III. Procedures. All substantive revisions or additions are presented to the Arts & Sciences faculty for approval. The Dean is responsible for providing faculty members with a current copy of this manual.

### **Internal Committee Policies and Procedures for Personnel Reviews**

- I. Purpose. To streamline the work, avoid redundant effort, and conserve the energy of PC members for the detailed work of third-year review and tenure and promotion cases, the following procedures guide the review of files.
- II. Procedure.
  - a. The Dean's Office:
    1. Maintains a list of faculty members to be reviewed, by year.
    2. Provides to the PC (as per page 5) open personnel files, restricted personnel files, and course evaluation forms for each faculty member under review.
    3. Places the following pieces of information at the front of the open personnel file:
      - (a) previous letter of evaluation from the PC
      - (b) current self evaluation
      - (c) department chair's comments
      - (d) Director's comments, if any
      - (e) quantitative results of course evaluations for the period under review
    4. Maintains a drawer for committee files.
  - b. The PC assigns to each of its faculty members the names of faculty members up for review. Insofar as possible, each file is assigned to two committee members, one from the faculty member's school and the other from outside the school. One reader is assigned the task of *rappporteur*, providing a thorough summary to the rest of the committee as outlined in "c" below. The second reader provides confirmation, additional analysis as required, and a second opinion. For third-year, tenure, and promotion reviews, all committee members review the files as outlined in "d" below. Only in unusual circumstances is a committee member assigned a colleague from the same department. Every effort is

made to distribute the names of those colleagues up for review evenly among the five members of the PC.

The *rapporteur* is responsible for preparing the first draft of the personnel evaluation letter for each name assigned to him/her. Traditionally, these letters have been drafted and stored on the computer in the Dean's Office. More recently, letters are drafted in a shared, secured Box folder. The Chair is responsible for preparing the final draft of all personnel evaluation letters.

- c. The *rapporteur* has the following responsibilities for each name in her or his group:
  1. Leads the discussion of each colleague in her or his group
  2. Presents the key points of the previous letter of evaluation
  3. Presents an analysis of the course evaluations for the period to be evaluated:
    - (a) presents salient points of the numerical data for the period under review
    - (b) presents salient points of the written comments
    - (c) presents salient points of the specific written comments with respect to specific questions, if the numerical data from those questions indicate concerns
  4. Presents the salient points of the self-evaluations
  5. Presents a detailed analysis of any comments from department and division chairs
  6. Presents salient points, and analyzes if necessary, any remaining salient features of the open and restricted files
  7. Prepares the first draft of the evaluation letter. Provides hard copies or a Box edition of this draft to all committee members at the time of presentation.
- d. For third-year, tenure, and promotion reviews, in preparation for the presentation from the *rapporteur* and the second reader, the Dean and the remaining PC members:
  1. Review the previous letter of evaluation
  2. Review the faculty member's self-evaluations
  3. Review the quantitative summary of each faculty member's course evaluations
  4. Review comments from the department chair
  5. Are prepared to discuss with the *rapporteur* the implications of her or his evaluations
  6. Are prepared to make recommendations as to the content of the personnel letter of the faculty member under review

At the conclusion of the discussion, the Chair drafts a letter to the faculty member, based on the committee's deliberations. The PC reviews, revises, and approves the final letter at a subsequent meeting, which is then sent to the faculty member.