

# OREGON INSTITUTE OF TECHNOLOGY

## Post-Tenure Review OIT-20-035

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Oregon Institute of Technology (“Oregon Tech”) provides for a comprehensive post-tenure review of its faculty at least every five years to encourage, reward and support the continuous development of tenured members of the faculty, and, through the process of peer review, identify those faculty members who merit special recognition or need special assistance.

The purposes of post-tenure review are to:

- Assure continued excellence in the academy
- Offer appropriate feedback and professional development opportunities to tenured faculty
- Clearly link the level of remuneration to faculty performance
- Provide accountability to the institution, public, and Board

### **Evaluation**

The following criteria will be used to determine the faculty member’s level of performance:

- Maintaining high quality teaching
- Continuing professional growth and scholarly activities
- Exercising leadership in academic service and performing service on behalf of the department, institution and the larger community
- Demonstrating professional integrity and a willingness to cooperate with colleagues

The focus of a faculty member’s professional activities may shift over time. As tenured faculty progress through their careers, they may devote proportionately more time to different activities such as institutional or departmental leadership, program and curriculum development, teaching, or advising. Consequently, the expectations for individual faculty members may change. For the purpose of post-tenure review, the fundamental criterion is meeting established expectations and goals within the four criteria listed above. Because a faculty member’s Annual Performance Evaluation (APE) is based on meeting objectives established in collaboration with the department chair and

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agreed upon in the Faculty Objectives Plan, the APE may guide reviewers in assessing the faculty member's performance as the focus of his/her career evolves.

The Oregon Tech Faculty Evaluation Policy (OIT-21-040) contains criteria for evaluating faculty in instruction, professional development, and institutional and professionally-related public service. These criteria are included here to guide the evaluation process.

### *Instruction*

Given that the primary focus at Oregon Tech is teaching, faculty will excel in instruction in the following ways:

- Demonstrate knowledge of subject matter
- Develop and revise curriculum to meet departmental and course objectives, as appropriate
- Organize and deliver course materials to stimulate interest and discussion
- Demonstrate growth in instruction
- Employ a variety of assessment tools for evaluation of both teaching effectiveness and student learning
- Maintain student numerical evaluations at a departmentally established level

### *Professional Development*

Faculty will advance knowledge in education and/or areas consistent with institutional, departmental, and personal goals and objectives. Examples include, but are not limited to,

- Write and publish scholarly papers based on relevant research
- Participate in conferences and conventions in education and/or discipline
- Participate in workshops and classes in education and/or discipline
- Hold membership and participate in professional organizations within discipline
- Participate in professionally relevant employment or consulting
- Earn a higher degree
- Earn continuing education units (CEUs)

### *Institutional and Professionally-Related Public Service*

*Institutional Service:* Faculty will contribute to the advancement of the institution consistent with institutional, departmental, and personal goals and objectives. Examples include, but are not limited to,

- Serve on institutional, departmental, and/or Faculty Senate committees

- Participate in student advising
- Participate in student activities
- Serve as department coordinator (assessment, advising, curriculum, program, scheduling, etc.)
- Contribute to student recruitment and/or retention
- Serve as department chair
- Serve on Faculty Senate
- Develop and maintain equipment maintenance budgets, schedules, etc.
- Participate in special projects (i.e., grants, on-campus presentations and conferences, documentation development, etc.)
- Develop and/or provide distance delivery courses
- Teach summer session courses
- Write grants to support or participate in development of sponsored programs

*Professionally-Related Public Service:* Faculty may choose to make connections in the public sector for no fee consistent with institutional, departmental, and personal goals and objectives. Examples include, but are not limited to,

- Provide consulting services in area of expertise
- Serve on boards and committees
- Hold office in professional organizations
- Serve in field of expertise or education (i.e., high school mentoring, public speaking, math contests, fund raising, etc.)
- Participate in outreach programs (TWIST, Expanding Your Horizons, etc.)

Additional criteria for post-tenure review include professional integrity and a willingness to cooperate with colleagues. Evaluation guidelines for these follow; these lists are not exhaustive but rather indicative of conduct post-tenure review committees should consider.

*Professional Integrity*

Candidates shall demonstrate professional integrity in the following ways:

- Model high ethical standards as defined by the candidate's profession
- Deal honestly, fairly and openly with colleagues and students
- Respect others
- Accept responsibility for actions and decisions and their consequences
- Follow through on commitments

*Willingness to cooperate*

Candidates shall evidence a willingness to cooperate with colleagues in the following ways:

- Accept responsibility for departmental projects that are compatible with and further its mission and long-term goals
- Contribute to a stimulating intellectual environment in the candidate's department
- Abide by departmental decisions
- Follow policies and procedures of the institution

**Procedure**

*Scheduling*

The first post-tenure review of a faculty member shall be completed prior to the sixth year after the granting of tenure. If a faculty member is awarded promotion prior to this time, this first post-tenure review shall be waived. At any time, promotion shall (re-)establish the starting point of the post-tenure review cycle. Thereafter, general post-tenure reviews shall occur every five years. In practice, some deviations from normal scheduling may occur for a variety of reasons including promotion and sabbatical cycles. Interim reviews are scheduled when the outcome of a post-tenure review is unsatisfactory. Faculty members who have relinquished tenure prior to retirement shall not undergo post-tenure review.

The department chair or dean may request an earlier review. A department chair may do so by submitting a written request to the dean listing specific reasons. The dean may request an early review by submitting a written request to the provost listing specific reasons.

All parties shall abide by the timeline set forth in this policy. However, the provost may modify the timeline if he/she determines a reasonable need to do so.

*Notification and Post-Tenure Review Committee Appointment*

During the first week of fall term, the provost shall provide each dean with the names of faculty who are scheduled for post-tenure review. The dean will notify each department chair with the names of departmental faculty who are scheduled for post-tenure review. The chair shall then notify these faculty members of the upcoming review by the end of the first week of fall term. Each candidate shall submit a portfolio to the Post-Tenure Review Committee by the end of the first week of winter term.

By the end of fall term, the department chair shall organize a departmental post-tenure review committee. All full-time department members, including the candidate, the chair, and tenured/non-tenured faculty, shall elect five committee members: three from within the department, one from outside the department but within the school, and one from outside the school. If there are fewer than three department members eligible to serve, additional committee members shall be elected from outside the department. Non-tenured faculty and the department chair are not eligible to serve. Faculty who have relinquished tenure prior to retirement are eligible to serve. When selecting committee members from outside the department, preference first should be given to members of other departments in which the candidate holds a split appointment, and then to faculty most likely to be knowledgeable about the candidate.

Within a week, the department chair shall convene the Post-Tenure Review Committee, which shall select a chair. If the department chair is under review, the dean shall fulfill the department chair role in this process. Each committee member shall sign the statement of ethics document.

**Post-Tenure Review Committee's Responsibilities**

Oregon Tech requires student input (beyond the anonymous classroom evaluations) into the post-tenure review process, at its initial meeting, the Post-Tenure Review Committee shall also set a date and location for a meeting to be held during the second or third week of winter term to accept written and verbal comments from students and other interested individuals. A separate comments meeting shall be held for each candidate. The chair of the Post-Tenure Review Committee shall send the time and location information for the comments meeting along with the candidate's name to the Provost's Office by the end of fall term. The Provost's Office is responsible for advertising the comments meeting.

The comments meeting shall be conducted according to the following guidelines:

- The candidate may not attend the meeting, but will have access to comments in the written report of the committee, as noted below.
- Only one person giving comments may be in the room with the committee at a given time.
- One member of the committee must keep careful notes of the meeting, indicating the name of each speaker and the content of the remarks. The notes must be sufficiently detailed to capture the essence of the testimony.

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The committee shall use the candidate's portfolio and written and verbal comments to evaluate performance in terms of criteria outlined earlier in this policy. The committee may solicit other information to confirm documentation in the candidate's portfolio or to verify comments gathered during its review; however, no anonymous input may be solicited or accepted, nor can sources be kept confidential. Anyone offering verbal or written information must be informed that the candidate will have access to that information and that source anonymity cannot be preserved. In the case of verbal information, careful notes of the conversation must be kept, including the participants' names.

If the candidate has a split appointment at the time of review, the Post-Tenure Review Committee shall solicit information from the appropriate departments in which the candidate has served.

The Post-Tenure Review Committee will determine the faculty member's performance to be exemplary, excellent, satisfactory or unsatisfactory (see below) and prepare a separate written report for each candidate. The report must indicate the committee's determination, agreed to by a simple majority, and include the names and signatures of committee members and their individual votes. In addition, the committee shall list specific activities where the candidate has met or exceeded the post-tenure criteria and/or identify specific areas where the candidate has not met the criteria. The committee shall submit the report to the department chair by Friday of the sixth week of winter term, along with the candidate's portfolio, notes taken during the comments meeting, and all documentation accepted and used by the Post-Tenure Review Committee in its deliberations. The content of the committee's deliberations are confidential and shall not be divulged by its members.

### *Department Chair's Responsibilities*

The department chair shall notify each candidate, in writing, of the committee's recommendation by the end of the seventh week of winter term.

The department chair shall attach a letter of support/non-support to the committee report and forward the report, the letter, the candidate's portfolio and all documentation to the dean by Friday of the seventh week of winter term.

If the department chair is reviewed, the dean shall serve in place of the department chair.

### *Dean's Responsibilities*

The dean shall review the recommendation from the Post-Tenure Review Committee and the department chair's letter and write a letter of evaluation recommending an outcome.

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The dean shall submit this recommendation, along with the departmental report and chair letter to the provost.

### *Provost's Responsibility*

The provost shall decide post-tenure status in each case, and officially notify, by letter, each faculty member by the end of winter term. The provost shall return the candidate's portfolio to the candidate and send all other documentation related to the review to the faculty member's evaluative file in the Provost's Office in accordance with the Faculty Records Policy (OIT-22-010) by the end of winter term.

### Outcomes

Four outcomes are possible for a post-tenure review: exemplary, excellent, satisfactory, and unsatisfactory. Increases to the base salary are one benefit of a positive post-tenure review. To qualify for such increases, the candidate must hold the rank of associate or full professor. Base salary increases resulting from the post-tenure review process shall not exceed 10% over any 10-year period. Total raises resulting from post-tenure review and promotion procedures for associate professors shall not exceed the greater of 10% or the discipline specific salary floor of full professors.

### *Exemplary*

The exemplary outcome is reserved for those faculty members whose performance during the review period is outstanding in all categories.

- A \$2,500 one-time bonus shall be awarded to the candidate, in addition to a 5% increase to base salary. The next general post-tenure review will occur in five years.

### *Excellent*

The excellent outcome is awarded to those faculty whose overall performance is consistently excellent and regularly exceeds the expectations for their respective ranks in one or more categories.

- A 5% increase in base salary shall be awarded. The next general post-tenure review will occur in five years.

### *Satisfactory*

The satisfactory outcome is given to those faculty whose performance is generally acceptable, regularly meeting the expectations for their rank.

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- A 2.5% increase in base salary shall be awarded. The next general post-tenure review will occur in five years.

### *Unsatisfactory*

The unsatisfactory outcome is given to those faculty whose performance is determined to be below acceptable standards.

- Upon an unsatisfactory outcome, the dean, department chair and faculty member will meet to discuss the report and mutually draft a professional development plan for improving performance. The plan should include specific goals, objectives, a time frame, and an outline of needed resources. The plan, signed by the faculty member and department chair, will be submitted by the dean to the provost within two weeks following the review and placed in the faculty member's evaluative file.
- The candidate will complete an interim post-tenure review within two years. The candidate will discuss efforts towards improvement and include a copy of the professional development plan in the portfolio.
- The interim review shall have outcomes of either satisfactory or unsatisfactory. No base salary increase shall be awarded for a satisfactory outcome of an interim review. If the outcome of the interim review is satisfactory, the next general post-tenure review will occur in five years.
- If the outcome of the interim review is unsatisfactory, the institution shall undertake termination of appointment in accordance with university policy.

### **Candidate's Rights**

A candidate may write to request from the chair of the Post-Tenure Review Committee, copies of the written documentation collected by the Post-Tenure Review Committee and all notes kept of oral testimony. The candidate must make this request by Monday of the fourth week of winter term. The Post-Tenure Review Committee Chair shall provide the documentation no later than Friday of the fourth week of winter term.

After reviewing testimony given at the comments meeting and all documentation accepted by the Post-Tenure Review Committee, a candidate may request a meeting with the committee to challenge questions of fact. By majority vote, the committee may decide to expunge information from the documentation. This meeting must take place before the committee makes its recommendation and before the fifth week of winter term. Only questions of fact are open to challenge.

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The faculty member may respond in writing to the committee report; the response will be attached to the report and sent to the dean through the department chair.

At the conclusion of the review, a candidate may request from the provost, in writing, the Post-Tenure Review Committee's report, the department chair's letter and the dean's recommendation.

Grievance procedures are set forth in Oregon Tech policy OIT-21-321 as published in the Policy and Procedures portion of the Human Resources section of the Oregon Tech website.

Recommended by:

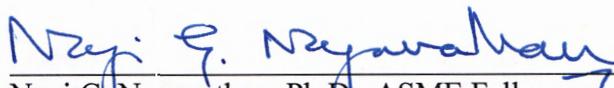
Faculty Senate – December 2, 2010; May 13, 2014  
President's Council – April 14, 2010; May 22, 2014

Revised: October 27, 2016

Recommended by:

President's Council – October 27, 2016; May 22, 2018

Approved:

  
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