



a)

- a) excellent performance in teaching across the range of assigned courses, with convincing evidence that the person has moved beyond the “apprentice” stage of teaching represented by the rank of Assistant Professor. To merit promotion to Associate Professor, faculty members must show that they have become accomplished teachers who can effectively perform their share of departmental or programmatic teaching (either alone or in collaboration with others) without the need for substantial assistance or intervention by other faculty members. Such persons will also display the promise of continued development as teachers towards meeting the standards for promotion to Professor.
- b) a record of involvement with his or her discipline(s) through ongoing research or creative activity, with evidence of success in advancing some aspect(s) of an established research or artistic agenda beyond the dissertation (or other work completed to satisfy the requirements of the terminal degree). Such evidence will involve products or performances of sufficient quality and quantity to have received favorable peer review. Appropriate products of research or creative activity will be determined by the category(ies) in which one has chosen to work—e.g., in some cases one will have made a contribution to a field of inquiry, in other cases the contributions will be directed more towards the scholarship of teaching. To merit appointment as Associate Professor, candidates must also display the promise of continued engagement with their field(s) so as to develop towards meeting, over time, the standards for promotion to Professor.
- c) a record of effective contributions in service including, evidence of effective performance as an academic advisor based on knowledge of the general education curriculum and departmental or programmatic curricula and the ability and willingness to assist students as they plan their academic careers.

To merit promotion to Associate Professor, faculty members must demonstrate that they have participated actively in some aspect(s) of the shared work of the faculty. Faculty should be able to point to contributions in service that have made a positive difference at the level of the department, the school, or the College. More importantly, a faculty’s overall record of service must indicate promise of continued contributions that over time would position him or her to meet the standards for Professor.

- d) improvement in any area(s) of performance identified as needing attention in comments received from a previous review, as applicable.
- e) evidence of accomplishments in any other areas identified in the faculty member's profile.

It is understood that evidence that faculty members are successfully performing their duties should emerge as they address a) - e) in the review. Unless evidence to the contrary is presented in the PAF, it will be assumed that faculty members are exhibiting conduct in accordance with professional and ethical behavior.

To merit promotion from **Associate Professor to Professor**, a faculty member also must present evidence documenting:

- a) sustained outstanding performance in teaching across the range of assigned courses so as to show mastery of the craft of teaching in his or her areas of competence. As accomplished teachers, Professors are expected to display outstanding performance in their own classes and, as reflective practitioners of the craft, should also be able to serve as resources for other faculty members in their own teaching. Even so, Professors are expected to remain committed to their own continuing development as teachers.
- b) a record of sustained engagement with his or her discipline(s) that indicates continued development as a scholar or artist beyond his or her accomplishments at the time of

## **General Expectations for All Faculty: Teaching**

Defining itself first and foremost as a community of teachers and learners, Fort Lewis College invites faculty members to share their passion for their disciplines and their understanding of connections between their disciplines and others with colleagues and, most of all, with our students. This commitment to student learning stands at the heart of our mission.

The College expects members of the faculty to fulfill their responsibilities as teachers by facilitating the intellectual or artistic development of their students in scheduled courses and in other contexts (e.g., through independent studies, informal disciplinary and cross-disciplinary advising) in which instruction occurs. The College fosters an institutional climate conducive to the improvement of teaching and learning by encouraging faculty members to discuss their teaching with one another, to invite colleagues to sit in on their courses, and to take advantage of opportunities to teach with others.

It follows that the quality of a faculty member's contribution to student learning—his or her *success* as a teacher—is the most important criterion for evaluating the performance of teaching faculty. To receive contract renewal, promotion, tenure, or a positive senior review a member of the teaching faculty must provide evidence of continued success in teaching at a level of accomplishment satisfying the applicable standards at the last rank achieved. No matter how significant they may be achievements in other areas of faculty work cannot counterbalance deficient teaching.

Any evaluation of the teaching of a Fort Lewis faculty member should take into account the following *features of successful teaching*:

### *Motivation and mentoring*

Through their commitment to and enthusiasm for their subject matter, successful teachers stimulate their students' intellectual curiosity or artistic vision and enable them to become independent





documentation of new courses developed or previous courses significantly redesigned,  
documentation of participation in activities for the improvement of teaching (either on-campus or off-campus),  
letters or other comments from students not already included in the review dossier file, or  
documentation of teaching awards (either internal to the College or external).

### **General Expectations for All Faculty: Research or Creative Activity**

Though necessary for reappointment, promotion in rank, tenure, and positive senior reviews, successful teaching alone is not sufficient and indeed will be possible, over time, only in the context of an active scholarly or artistic life. Evaluating the quality of research or creative activity is one of the most important ways for the College to assess the level of expertise a faculty member brings to his or her teaching.

Thus, the College expects members of the faculty to remain actively engaged—as participants and not just as observers—with the continuing conversations and innovations that constitute the lifeblood of an academic career. Specifically, the College expects its faculty members to cultivate, over the course of their careers, the scholarly or artistic independence sufficient to define problems and issues in their areas of expertise, which they then





quality professional work will be marked by some combination of the following features:

attention to questions or applications whose relevance can be articulated in light of relevant issues in the field.

clear goals,

adequate preparation,

appropriate methods,

significant or interesting conclusions, results (within the scope of the research), or artistic products, effective presentation, and reflective self-critique.

At the same time, the expectations, challenges, styles of presentation and standards for research or creative activity can vary considerably by discipline. Accordingly, the judgments of the members of the review committees and academic administrators regarding a faculty member's research or creative activity should be informed by the advice of departmental colleagues and other knowledgeable peers (as expressed in letters of evaluation), especially regarding such factors as disciplinary norms, the effect on research productivity of doing work with undergraduate research students (e.g., science students involved in summer research), and other relevant conditions within the discipline, department, and/or school. Such advice is particularly important in setting expectations for the quantity of scholarly or artistic productivity in different disciplines.

The following forms of evidence are also relevant to the evaluation criteria employed in reviews. These examples are intended to be neither prescriptive nor exhaustive but rather to illustrate the kinds of additional documentation one may choose to include in their PAF.

copies of manuscripts under preparation or under consideration for publication, documentation of presentations to disciplinary or interdisciplinary professional audiences (at Fort Lewis or elsewhere),

copies of presentations made to professional conferences (with indication as to whether those presentations were refereed),

documentation of exhibits, readings of creative writing, recitals,

copies of art gallery announcements or catalogs of gallery shows (including information about whether a show was juried), slides of art works,

offprints or copies of published reviews, articles, or books,

copies of research grants written (funded, unfunded, or currently under review),

copies of materials developed under the scholarship of teaching (e.g., instructional software packages written, textbooks, editions, or lab manuals, descriptions of demonstration projects developed for use in teaching),

documentation of technological research or applications (e.g., developing web pages as part of a project in the area of research or creative activity),

documentation of student research one has supervised,

documentation of a play, musical theatre piece, or opera that one directed,

sound or video recordings of performances,

documentation of collaborative research (whether the collaboration involved professional peers or students),

description or other documentation of laboratory or experimental apparatus designed or built,  
documentation of participation at professional meetings (e.g., membership on panels, responses to papers), or  
documentation of work as the administrator or principal investigator of a College grant,  
documentation of professional awards received for excellence in research or creative activity.

**Specific Philosophy and Political Science Departmental Expectations:  
Research or Creative Activity**

**Scholarship of Discovery:**

tools and/or resources for discipline or interdisciplinary colleagues

The Department of Philosophy and Political Science expects at least one significant peer-reviewed contribution to scholarship in the period between hiring and tenure and promotion in each of the following two categories:

1. Publication in professional literature
  - a. Author/co-author and publish a book/textbook with an academic press
  - b. Edit and publish a book with an academic press
  - c. Author and publish a chapter of a book with an academic press
  - d. Author and publish an article in a peer-reviewed journal

AND

2. Public presentation of scholarship at a professional conference

### **General Expectations for All Faculty: Service**

The members of a faculty share intellectual authority over the curriculum and take professional responsibility for its quality. They also assure the quality of instruction the College provides to its students, support one another's scholarly or creative work, and maintain a College-wide culture of inquiry. As participants in the work of our academic community, faculty members contribute to the effectiveness of their colleagues as teachers, scholars, and performing artists; by advising the administration, they also enhance the long-term well being and the common good of their departments, schools, college, and the College as a whole. These fundamental values of academic community provide the context for the expectation that all faculty members will provide effective service to their department, to their school, and to their college as a whole in accordance with their contractual obligations, institutional needs, and their personal and professional interests.

For the purposes of evaluation, *effective service* is defined as applying one's time, talents, and energy to perform or assist others in performing the necessary work of advising, faculty governance, departmental or programmatic administration, oversight of adjunct faculty and other personnel, development and oversight of curriculum, and other extra-curricular activities. As citizens of an academic community, faculty members are responsible for performing their share of this labor, which must be accomplished if departments, the schools, and the college are to function effectively and students are to be well served. Because of the importance of service to the educational mission of the College, satisfying the appropriate standard relating to this criterion is a necessary condition for contract renewal, promotion, and tenure.

The concept of *collegiality* in the workplace carries two different connotations. It can be interpreted (1) as a person's ability to get along with or interact harmoniously with co-workers: collegiality as *congeniality* or *camaraderie*. Alternatively, (2) it can mean a person's actions as a *colleague* in performing his or her share of the common work of the department, school, college, or University—e.g., exchanging ideas, treating colleagues with professional respect, and advancing shared projects: collegiality as *effectiveness in working with University colleagues*. The procedures, criteria, and standards used in faculty review as described in the Departmental

expectation statements do not include a distinct collegiality requirement. However, they clearly include the requirement that each member of the faculty perform his or her share of the common work—characterized as service. Evidence of meeting the expectations for service outlined below shall count as sufficient evidence that that faculty members *work effectively with their colleagues* (collegiality in sense #2, above), and interact harmoniously with others (collegiality in sense #1).

Any evaluation of the work of Fort Lewis faculty members according to the criterion of *effective service* should be guided by the following considerations.

The broad categories described below encompass the range of professional activities that faculty members can undertake in order to fulfill their responsibilities in service. Faculty members are not expected to

the Counseling Center, or the EEO Manager to ask assistance in cases of special need when students come to them with problems that fall outside their academic expertise.

*Administrative service*

Faculty members have many opportunities to apply their professional expertise in supervising support personnel, helping to determine the direction of academic degree programs, administering budgets, or carrying out other administrative duties (e.g., chairing an academic department, directing an academic program, supervising a certificate program, directing a grant, or directing the art gallery). In cases where faculty members are responsible for supervising adjunct faculty members, their work will entail recruiting, selecting, training and mentoring, and evaluating them. Administrative service also encompasses some of the functions of curricular design, assessment, and oversight—e.g., in the work of a department chair to ensure that curricular standards for a major program are upheld consistently through departmental advising, or in the work of a program director to ensure that the students of adjunct faculty members are learning required course content.

*Service to departments, schools, or academic programs*

This area of service encompasses the various forms of shared work that are particular to academic departments, schools, and programs. Such work is both ongoing (e.g., attending department meetings, managing budgets, sponsoring a student organization, directing student honors projects) and episodic (e.g., assisting in a departmental or programmatic review or participating as a member of a search committee). Effective faculty members help to advance this important shared work.

*Service to* lp tlpptpt0ah6m65mTB1 0l 0(0)102m6)42m2001002f15(016)00 0TE10515T101

quality of a faculty member's contribution to service. For example, in addition to attending the meetings of a committee to which one has been elected or appointed (e.g., a search committee), a faculty member is expected to contribute to the work the committee is charged to perform. Thus in commenting on a colleague's service, faculty members should look for specific contributions that the colleague has made: work performed, projects completed, documents drafted, historical perspective or constructive criticism provided, questions raised that had not previously been considered, students well served (e.g., through conscientious advising or effective direction of adjunct faculty). Evidence of effective service can be provided through the products of such work and the commentary of colleagues and students.

The following forms of evidence are also relevant to the evaluation criteria employed in reviews. These examples are intended to be neither prescriptive nor exhaustive but rather to illustrate the kinds of additional documentation one may choose to include in their PAF.

examples of any materials developed for use in student advising and evidence of effective advising (e.g. metrics of retention, graduation rates, student satisfaction, and degree plans for advisees),

## **Specific Philosophy and Political Science Departmental Expectations: Service**

The primary responsibility in the area of service of a candidate for renewal, tenure and/or promotion is to assist the Department in carrying out its necessary duties. Pulling one's weight in departmental assignments and projects is an ongoing expectation at all levels. From year to year, the candidate is expected to grow as a member of the College and the wider professional community. The committee will judge the quality of the service on a case-by-case basis (not all committees have equal workloads or responsibilities), looking for a good faith effort on the part of the candidate toward fulfilling service goals. New hires are generally exempt from the expectations of college-wide service (such as participation on college-wide committees) during their first year of work.

The department expects a substantial contribution to college service in the period under review such as the following:

- a. College or faculty committee work (service on one such committee each year is required, unless compensated for by other college, faculty or school service)
- b. Committee chair or program/area head or coordinator
- c. Non-departmental search committee member or chair
- d. Special project assignment for college, faculty, or school
- e. Organizing campus-wide events



## Departmental Expectation Statement Approval Page

The attached departmental expectations have been approved through June 2015 \*

