UM UNIT STANDARDS COMMITTEE
SIGNATURE FORM

Unit Standards for: The Department of Geography
Year: 2011

1) Department Chair:

[Signature]  __________________________
Date: November 30, 2011

2) Dean, College of Arts and Sciences:

[Signature]  __________________________
Date: 30 Nov. 2011

3) Chair, UM Unit Standards Committee:

[Signature]  __________________________
Date: 8/30/12

4) Provost and Vice President for Academic Affairs:

[Signature]  __________________________
Date: 8/23/12
UNIT STANDARDS AND PROCEDURES FOR FACULTY EVALUATION

PHILOSOPHY

The Department of Geography at The University of Montana (UM) is committed to maintaining a program of academic excellence, to preparing students for realizing their professional goals, and to advancing geographic knowledge through teaching, research, and public service. Within this context, the Department expects its faculty to contribute to these goals in meaningful and productive ways. These departmental unit standards are designed to support and strengthen the Department's programs by encouraging faculty contributions that reflect the uniqueness of their training, abilities, strengths, and innovations. These standards aim to facilitate and support faculty development, to guide the recognition and reward of faculty efforts and accomplishments, and to serve the long-term programmatic goals of the Department. These standards apply to all faculty members in the Department of Geography (tenureable and non-tenurable) at all ranks.

PROCEDURE

Departmental Unit Standards and the Collective Bargaining Agreement

The evaluation of the Department's faculty members for the purposes of retention, salary increments, promotion, and tenure shall be guided by the procedures set forth in the current Collective Bargaining Agreement (CBA) between the UM University Faculty Association and the Montana University System. The unit standards pertaining to faculty activity in the areas of teaching, scholarly activity (i.e., research/creative activity), and service that are described below supplement the University Standards for Faculty Advancement and the Unit Standards for Faculty Evaluation described in the current CBA. In the event of any omissions or inconsistencies between the standards described below and those described in the CBA, those of the CBA shall prevail.

Each faculty member should consult the current CBA for procedures relative to the evaluation process and to determine procedural requirements for appeals. Probationary (i.e.,
non-tenured but tenurable) faculty members must meet the standards in effect at the time of their entry into service in the Department, however, they may opt to follow standards adopted between that time and prior to their application for promotion to Associate Professor, and/or for tenure, whichever comes first. Associate Professors who apply for promotion to Full Professor must follow the standards in effect at the time of their application. The particular standards that the faculty member follows must be clearly specified in his/her application in the Personal Statement.

Procedures and standards for the evaluation of tenurable/tenured faculty members are described in the sections that follow. Standards and procedures for the evaluation of non-tenurable faculty members are described at the end of this document.

The Individual Performance Report and Other Evidence of Performance for Tenurable Faculty

Evidence of Teaching Effectiveness

As described in the CBA, each faculty member under evaluation in a given year shall provide the Student Evaluation Committee (SEC) with evidence of teaching effectiveness by September 20. Items that can be considered as evidence must include student-completed teaching evaluations and/or aggregate scores (i.e., from the Instructional Assessment System student evaluation forms, item 4) that are quantitative in nature, and can include students' written evaluations and/or letters (Note: the CBA requires that all UM faculty members must have at least one course evaluated for each semester that he or she teaches).

The Individual Performance Record

The Individual Performance Record (IPR) summarizes and provides evidence of the teaching, scholarly activity, and service activities of a faculty member during the evaluation period under review as described in the CBA. Each faculty member under evaluation in a given year shall prepare an IPR using the standard format promulgated by the UM College of Arts and Sciences (available from the CAS on request), and submit it to the Department's Faculty Evaluation Committee by October 15. Non-tenured faculty members shall submit an IPR annually. Tenured faculty at associate professor rank shall submit an IPR once every two years, and tenured full professors once every three years (CBA Section 10.340). Requests/applications for merit awards may be made any year.

Letters of Review by External Evaluators for Tenure Evaluation

Letters of review by external evaluators for tenure evaluation (external letters) are
evaluations of the faculty member's overall performance made by colleagues in the profession outside of UM. It is important that performance in the areas of scholarly activity and service be considered and evaluated in the larger context of the faculty member's complete set of responsibilities (e.g., teaching, curriculum and program development, and program administration). Evaluators must be tenured faculty members at accredited institutions and with those that offer terminal degrees comparable to those of the Department. External letters are to be solicited and utilized in the faculty evaluation process as follows:

1. By September 1, the faculty member must provide the Departmental Chairperson with the names, credentials, and contact information of at least three potential qualified external evaluators from outside UM who can offer objective and informed evaluations of his/her performance and suitability for tenure. Research collaborators, PhD advisors, or others who have close mentoring relationships
with the candidate are not acceptable as evaluators. The faculty member can also provide the Chairperson with a list of individuals who should not be considered as outside evaluators for reasons that need not be specified.

2. The Departmental Chairperson will solicit between three and five external letters from: a) any one of the individuals named by the faculty member (excluding those listed by the faculty member as individuals who should not be considered), and b) also from two or more other qualified individuals not named by the faculty member. The Departmental Chairperson will provide the external evaluators who agree to assist in the evaluation process with the criteria and standards for the award of tenure as described in these Unit Standards, as well as a current curriculum vitae (CV) of the faculty member, the IPR/Application for Tenure (if available at that time), and copies of the evidence of teaching effectiveness to be utilized by the faculty member in his/her IPR. External evaluators are to be informed in the solicitation that their names and other identifiers have no expectation of confidentiality and all materials submitted to the FEC will be signed in accordance with the CBA (see Section 10.230).

4. External evaluators must submit signed letters by November 1 at the latest, either in hardcopy or digital format, to the Departmental Chairperson who will make them available to members of the FEC for use in the committee review process. The FEC Chairperson will also attach the letters to the signed FEC Evaluation form that is to be submitted to the Department Chairperson prior to it being reviewed and signed by the faculty member. The letters will remain a component of the evaluation materials throughout the remainder of the process.

**The Student Evaluation Committee- October 15**

The SEC will be formed and is expected to conduct its business following the process described in the CBA. (see CBA Section 10.220).

**The Faculty Evaluation Committee- November 15**

The FEC will be formed and conduct its business following the process described in the CBA, except that (as specified in Section 10.230) these Unit Standards will permit the faculty member to be present at formal FEC discussions of his/her own case prior to the finalization of a recommendation. The faculty member should not be present when the FEC votes to recommend or not recommend him/her for the action requested. Similarly, faculty members have the right to consult with the Department Chairperson and the Dean of the College of Arts and Sciences prior to any finalization of recommendations about their case.
Department Chairperson's Recommendation - December 15

The Department Chairperson shall prepare and sign a written evaluation for each faculty member in the unit, which shall address retention, salary increment, promotion and/or tenure, based on the consideration of the recommendations and evidence presented by the faculty member (see CBA Section 10.240).

Dean's Evaluation and Recommendation - February 15

The Dean shall prepare an individual written evaluation and recommendation for each faculty member regarding retention, salary increment, promotion, and/or tenure based on consideration of the recommendations and the evidence presented by the faculty member (See CBA Section 10.260).

STANDARDS

Standards for Promotion

To Associate Professor

The applicant/candidate must:

- possess an appropriate terminal degree (an appropriate terminal degree in Geography or closely allied fields is defined as the Doctor of Philosophy (Ph.D.) or equivalent (D.Sc., etc.). The Doctor of Arts degree is not recognized as being equivalent to the Ph.D.); except in unusual circumstances, have a minimum of four (4) years in rank as Assistant Professor; have demonstrated effectiveness in teaching; have shown evidence of research productivity including the publication of articles in scholarly journals and/or other peer-reviewed media of importance to national and international audiences (e.g., edited volumes, books published by scholarly presses), and/or awards of highly competitive national or international research grants (see Specific Standards under Standards Pertaining to Scholarly Activity below); demonstrated engagement in service to the University and community; and have clearly demonstrated professional growth as an assistant professor and "an increasingly valuable contribution to the University" (CBA 10.110.l.b.).

To Full Professor

The applicant/candidate must:
possess an appropriate terminal degree (an appropriate terminal degree in Geography or closely allied fields is defined as the Doctor of Philosophy (Ph.D.) or equivalent (D.Sc., etc.). The Doctor of Arts degree is not recognized as being equivalent to the Ph.D.);

except in unusual circumstances, have a minimum of five (5) years in rank as Associate Professor (although a faculty member may apply for promotion to Full Professor during his/her fifth year in rank as Associate Professor);

have demonstrated effectiveness in teaching, have demonstrated the establishment of one or more research avenues through scholarly activity that includes the publication of peer reviewed work in scholarly journals, books, or other media;

have demonstrated engagement in service to the University and community;

and, have clearly demonstrated professional growth during their service in rank as an associate professor and "an increasingly valuable contribution to the University" (CBA Section 10.110.1.b.).

No faculty member may be promoted to Full Professor on the basis of teaching and service alone.

**Standards for Award of Tenure**

The candidate must:

possess an appropriate terminal degree (an appropriate terminal degree in Geography or closely allied fields is defined as the Doctor of Philosophy (Ph.D.) or equivalent (D.Sc., etc.). The Doctor of Arts degree is not recognized as being equivalent to the Ph.D.);

have a minimum of five (5) years of credited service;

hold the minimum academic rank of Associate Professor, although faculty may apply for tenure and promotion to Associate Professor simultaneously as stipulated in the CBA; and clearly demonstrated professional growth during their service in rank as an associate professor and "an increasingly valuable contribution to the University" (CBA Section 10.110.1.b.).

Faculty who are eligible to apply for tenure must initiate the application through the submission of application materials such as specified in the CBA.

The candidate is evaluated with regard to his/her performance in teaching, scholarly activity, and service in accordance with the specific standards detailed below. And as
stipulated in the CBA, any probationary faculty member who has not attained tenure at The University of Montana by the completion of his/her seventh (7th) year of credited employment will be given notice and placed on a one-year non-renewable contract. In no case may a faculty member serve in a probationary position beyond the eighth (8th) year of creditable service (CBA Section 9.340).

Standards Pertaining to Teaching Effectiveness, Scholarly Activity, and Service

As a scholar, the faculty member is expected to keep informed about advances in knowledge and to engage in an active program of scholarship (research and/or creative activity). Although these activities are in general not formally scheduled, they are nevertheless important and essential. Active participation in the work of professional organizations is related to the person's work as both scholar and faculty member. These activities should not be thought of as mutually exclusive, but rather as overlapping and complementary to one another and to teaching, advising, and graduate student supervision.

Standards Pertaining to Teaching Effectiveness

Evidence to be considered in the assessment of a faculty member's teaching effectiveness must include:

- consideration of course evaluations prepared by students (IAS item 4 scores, other item scores), written student evaluations (if these are to be used by a faculty member, all written evaluations from a given course must be submitted);
- level and nature of courses taught (all courses must be listed, including course number and title, semester taught, credits and contact hours, and number of enrolled undergraduate and graduate students);
- student advising (list all students advised during period under review, titles of graduate and undergraduate theses and research/creative works, students instructed in independent study courses, students placed in internship experiences, students placed in study abroad programs);
- teaching awards; and
- the Student Evaluation Committee (SEC) report.

Other evidence can include:

- knowledge of the subject, mastery of classroom skills and techniques;
- performance of students in courses;
- peer evaluations by colleagues based on classroom visits;
- advising non-majors; and
- designing, preparing, and offering courses specifically for the Honors Program, the General Education curriculum, or other important initiatives of the University.
All documented sources of information shall be considered by the Faculty Evaluation Committee (FEC).

**Specific Standards**

**Excellence in Teaching:** Excellent teaching is that which receives consistently high course evaluations from students, and/or which is recognized through teaching awards. Determination of excellence in teaching shall be made on the basis of evidence from more than one source of evidence indicated above.

**Competence in Teaching:** Competent teaching requires teaching a normal course load as directed by the Departmental Chairperson, and obtaining satisfactory student evaluations in courses taught. Teaching may be judged competent when weaknesses in some aspects are counter-balanced by strengths in others.

**Standards Pertaining to Scholarly Activity**

In evaluating the effectiveness of the scholarly activity of a faculty member, the FEC will consider if the faculty member is contributing in a positive way to the body of scientific knowledge through his/her research; if the value of the contribution is acknowledged by his/her peers, including professionals and/or academic researchers outside of The University of Montana; and if there is evidence of sufficient professional growth to portend continued growth in research abilities. The conclusion of each of these points must be affirmative for the research program to be considered "effective."

Evidence of Effectiveness in scholarly activity to be considered in the evaluation of faculty members includes:

- publication of books (from scholarly presses), monographs (published by professional societies), scholarly reports, peer-reviewed journal articles, papers in proceedings (peer-reviewed), and/or reviews;
- development of grant proposals and receipt of grant funding;
- presentations before professional societies, associations, symposia, and workshops;
- receipt of honors, awards, and fellowships.

The weight assigned to each piece of evidence depends upon the magnitude and quality of the work, as outlined in the following section.
Specific Standards

In making a determination of effectiveness in scholarly activity, the Department expects a productive scholar to contribute to the body of peer-reviewed and published work at an average rate of approximately one publication every other year, with a minimum of three publications (two of which must be peer-reviewed publications as described in categories 1 and 2 below) from an applicant for tenure.

For the purposes of promotion and tenure, a publication is defined by the Department as follows:

1. A paper in a peer-reviewed journal or peer-reviewed chapter in an edited volume. Collaborative research is encouraged by the Department; when the applicant has collaborated with colleagues in publishing, the level of his/her contribution must be indicated in the IPR and will be assessed by the FEC.

2. A monograph published through scholarly channels is equivalent to two publications, and a book authored and published through scholarly channels may be equivalent to two or more publications. Scholarly channels are expected to include a peer-review process.

3. Publications that have not been subjected to peer-review (e.g., papers published in non-reviewed proceedings, reports, or articles in "popular" literature) are equivalent to one-half of a full publication for purposes of promotion and tenure evaluation.

4. Successful proposals for competitive international or national research grants will be considered as the equivalent of a full publication for promotion and tenure evaluation. Other successful external research grant proposals, invited proposals, contracts, and proposals for external grants and/or contracts that make a significant contribution to the faculty member's, the Department's, and/or the University's research, teaching and program objectives will be considered as the equivalent of one-half of a full publication for promotion and tenure evaluation. All significant effort in grant writing, even if unsuccessful to date, will be favorably considered.

5. Other forms of scholarly activity may be considered as equivalent to peer-reviewed publications in lieu of, or in addition to, research published through normal channels. In the judgment of the FEC, such activity must constitute a valuable contribution (i.e., substantively and/or theoretically) to the discipline of Geography and must be acknowledged by peers outside of The University of Montana.

6. The Department considers acknowledgement of research effectiveness in the form of awards, speaking invitations or other acclaim from peers to be important, but this will not be counted as equivalent to peer-reviewed publications. Participation in and presentation
of research results at professional meetings shall likewise be considered favorably by the Department, but will not be counted as equivalent to peer-reviewed publications.

Because of the interdisciplinary nature of Geography and the importance of service within the discipline, exceptional professional achievements in service may reduce, but not eliminate, requirements for scholarly publications and/or creative activity.

Whenever the quality of research of a non-tenured faculty member is questionable (because, for example, of a lack of recent publications in refereed journals), the research effort and evidence pertaining to it shall be evaluated as thoroughly as possible by the external evaluators and the FEC.

**Standards Pertaining to Service**

University service, professional service, and public service are considered to be of equal importance. It is not expected that a the faculty member be strong in all of the service areas, but he/she is expected to perform service in at least one of these areas.

In making a determination of effectiveness in regard to service, satisfactory performance means the faculty member engages in making valuable contributions to the University and the Department. Service should be related to the welfare of society, the discipline of Geography, and the University. For professional public service outside the University, the service must be in the area of the faculty member's training and expertise. It should be recognized, however, that not every faculty member, especially more junior ranked individuals, will have an opportunity of University service, and that unusually excellent and extensive scholarly productivity may play larger roles than University or professional service in some faculty careers. Receipt of awards in recognition of professional accomplishments is considered strong evidence of effectiveness in professional service.

**University service** may be shown by activity such as: participating in University governance (i.e., Faculty Senate, committees), interdisciplinary symposia, colloquia, or interdisciplinary curriculum development and teaching improvement. The weight assigned to each piece of evidence depends upon the amount of time, effort, and expertise demanded, and the level at which the service is performed.

**Service to the profession** may take the form of activity such as holding office in international, national, or regional geographic associations or in associations which are corollary to geography; chairing sessions at annual meetings of scholarly associations; serving as referee for articles in scientific journals; or evaluating grant proposals. Professional service includes consulting or other outside work for business firms, governrunent agencies, communities,
schools, and advisory boards.

Public service may be demonstrated by activity such as: giving professional presentations in schools or to citizen's groups, engagement or collaboration with civic organizations or agencies or with public agencies; and/or membership on civic committees which have public service functions.

In addition to the activities listed above under professional service, participation in one's professional field includes, but is not limited to, belonging to appropriate professional associations, taking an active part in their affairs, attending professional meetings, and accepting speaking engagements related to one's field.

**Standards Pertaining to Salary Determination**

For a Merit Award: Above normal performance in at least two (2) of the three (3) areas: teaching, research/creative activity, or public service; or outstanding performance or special recognition in at least one (1) of these areas, and normal performance in the remaining area or areas of assigned duties.

For a Normal Salary Increment: The performance of a majority of faculty members will generally be evaluated as "normal." They will be expected to grow in value to the institution and will be rewarded with a "normal" increment to their salary.

Less-than-Normal Salary Increment: Either the absence of any performance or poor performance of assigned responsibilities within the scope of employment may constitute grounds for a less-than-normal increment. It is understood that the absence of performance in any one or two of the areas of teaching, research/creative activity, and public service does not justify a less-than-normal increment if the quantity of performance in the remaining area or areas is proportional to the FTE of the appointment, if the quality of performance in the remaining area or areas is at least normal, and if the individual has assigned duties solely in the remaining area or areas.

Reasonably assigned duties are contractual and addressed in the individual employment contracts between the University and the faculty member, and include those that:

- the faculty member was hired to perform, unless he/she was permitted to abandon specific duties by the Departmental Chairperson and the Dean of the College of Arts and Sciences;
- are useful toward achieving the goals of the Department and the University; and
- are not excessive in total amount, compared to the assigned work load of other tenure-track faculty.

Poor performance in reasonably assigned Departmental, College, and University duties includes:
not carrying out duties at all, for reasons other than illness, family leave, emergency leave, negotiated personal leaves of absence, military leave, faculty modified duty, or sabbatical leave; failure to demonstrate the performance of duties in a clearly effective manner; failure to demonstrate effective teaching; failure to engage in scholarly activity appropriate to rank and overall assignment without having assumed substantial new professional responsibilities, such as administration or service.

Non-Renewal of Contract (for Probationary Faculty): the CBA (Section 9.230) governs the non-renewal of contracts for probationary appointees. Following consultation with all tenured faculty members in the Department, the Chairperson of the Geography Department may recommend non-renewal of contract for non-tenured faculty who fail to achieve at least a normal recommendation.

PROCEDURE AND STANDARDS FOR THE EVALUATION OF NON-TENURABLE FACULTY MEMBERS

Non-tenurable faculty are defined in UM Policy 101.2, and the rights of those who are members of the UFA Bargaining Unit (i.e., appointed at 0.5 FTE or greater) are described in the CBA.

Procedure

Non-tenurable faculty members who are members of the UFA Bargaining Unit are to be evaluated in the same manner as probationary tenurable faculty members. Non-tenurable faculty members who are not members of the UFA Bargaining Unit must submit a current CV and teaching evaluations for the period under review to the Departmental Chairperson within two weeks after term of appointment and/or before any decision concerning whether or not the individual's appointment should be renewed is rendered. The Departmental Chairperson will consult with the tenured and tenurable faculty prior to renewing any such appointments.

Standards

Non-tenurable faculty members will be evaluated with respect to the duties specified in their letter of appointment. Policy 101.2 stipulates that:

The evaluations must reflect assignments and expectations. Faculty with no research and creative activity or service requirements will not stand for evaluation in those areas, but the evaluations will acknowledge such professional activities when actually performed. The evaluations provide the opportunity to commend superior
performance and provide guidance about weaknesses.

As such, non-tenurable faculty members’ activities in the areas of teaching, scholarly activity, and service, whether required by their letters of appointment or indicated in their evaluation materials, will be evaluated with respect to the specific standards for probationary faculty members that are described above.