UNIVERSITY OF MONTANA

UNIT STANDARDS REVIEW SIGNATURE FORM

PROVOST 09 30 2016 RECEIVED

Department of: Business Technology

Year: 2016

1) Department Chair:

Cheryl Galyean — Signature

9-30-16 — Date

2) Dean:

Shannon O'Brien — Signature

9/30/16 — Date

3) Chair, UM Unit Standards Committee:

_____ — Signature

_____ — Date

4) Provost and Vice President for Academic Affairs:

[signature] Edwards — Signature

1/23/18 — Date

Faculty Unit Standards
Business Technology Department
Missoula College-UM
January 2018

I. Introduction

The Department of Business Technology is guided by the standards and procedures set forth in the Collective Bargaining Agreement (CBA) in regards to promotion, tenure, merit and salary decisions. These Unit Standards are intended to be in addition to, and consistent with those set forth in the CBA. All tenured/tenure-track faculty and non-tenurable/adjunct faculty with teaching assignments greater than .5 FTE are covered by the CBA as well as these Unit Standards. In order to support the Missoula College UM mission statement, faculty are expected to maintain certain standards in order to be granted normal salary increases, merit awards, tenure, and promotion. It is the responsibility of the individual faculty member to document completely all requirements and maintain an Individual Performance Record (IPR) using the Faculty Evaluation Committee (FEC) established format.

Every person covered by the CBA is at one and the same time (1) a teacher, (2) a member of the faculty of the University, and (3) a scholar. By virtue of his/her position in the university, the individual shares all three of these functions, each of which is of great importance. Although the responsibilities of the Business Technology Department fall under the same categories as those in every other University of Montana academic unit, the Business Technology Department places the greatest emphasis on teaching responsibilities in order to meet the two-year education mission in Montana which is to "provide a comprehensive, accessible, responsive, student-centered learning environment that facilitates and supports the achievement of individual's professional and personal goals, and enhances the development of Montana's citizens, communities and economy", and also meet the Missoula College mission which strives "to create a comprehensive, accessible, student-centered learning environment that fosters individual growth, facilitates workforce development, and provides a foundation for advanced academic achievement."

Academic responsibility is presented in detail in Section 6.2000 of the CBA. All faculty should be familiar with professional expectations, obligations, and responsibilities associated with their position within the department, college, and university.

In the event of any omission or inconsistency with the department's unit standards, the CBA will apply. These unit standards, however, shall prevail when its provisions are more rigorous than those set forth in the CBA.

II. Definitions

In order to provide clarification of terms used in the CBA, the Business Technology Department recognizes the following definitions:

a. Performance Period
   The performance period consists of one or more years of record each running from October 16 to October 15.

b. Terminal Degree
   As clarification of Section 10.110 of the CBA, a terminal degree for the Business Technology Department is defined as:
   > Graduate degree in a discipline related to the mission of the department. These disciplines include, but are not limited to: education, business, accounting, law, medical information technology, health sciences, culinary arts, computer science, information technology and related disciplines.

c. General Professional Qualifications for Rank and Appointment for Business Technology Faculty

Faculty rank is delineated in accordance with CBA Sections 9.000 and 10.110 defining minimum criteria for academic faculty in the Business Technology Department. All full-time appointments are either non-tenurable/adjunct, probationary, or tenure/tenure-track.

1. Instructor: Master's degree in an appropriate discipline; bachelor's degree with two years of documented outstanding professional experience; discipline specific associates degree and/or professional industry standard certification(s) according to the program's national accrediting body.
2. Assistant Professor: Master's degree in an appropriate discipline, plus nine (9) semester credit hours of graduate level coursework in appropriate discipline; or discipline specific associates degree and professional industry standard certification(s) according to the program's national accrediting body.
3. Associate Professor: Earned doctorate or other appropriate terminal degree; master's degree in an appropriate discipline plus fifteen (15) semester credit hours of graduate work in a discipline appropriate to area of responsibility; or bachelor's degree, discipline specific associates degree, and professional industry standard certification(s) according to the program's national accrediting body.

   Candidates for this rank must have completed at least four years in the rank of assistant professor at the time of application. Candidates must have a demonstrated record of excellence in teaching and professional service, and have a record of scholarly activity (as identified above) as required in the Business Technology Unit Standards.

4. Professor: Earned doctorate or appropriate terminal degree; a second master's degree in a discipline relevant to area of responsibility; or master's degree with discipline specific associates degree, and professional industry standard certification(s) according to the program's national accrediting body.

   Candidates for this rank must have completed at least four years at the rank of associate professor at the time of application. Candidates must have a demonstrated record of excellence in teaching and professional service, and have a record of scholarly activity (as identified above) with significant impact beyond the university.

   Department chair appointments follow Section 16.210 of the CBA in which the dean consults with department faculty and makes a recommendation to the provost.

   Adjunct faculty members who are employed on a non-tenured basis will be given a rank consistent with the above criteria, with the modifier "Adjunct" preceding the title.

d. Professional Qualifications for Culinary Arts and Related Programs

The following qualifications relate only to Culinary Arts faculty within the Business Technology Department. These qualifications are independent of the General Professional Qualifications for Rank and Appointment for Business Technology Faculty.

A terminal degree is the basic expectation for new appointment to the faculty. However, employment may be offered to an individual who does not possess a terminal degree. Before offering a faculty position to any individual, the department will determine if the candidate is qualified. This will be done by the Missoula College Dean in consultation with the Department Chair(s). Activities intended to develop professional qualifications typically include advanced academic work, outside employment that results in new knowledge, application, or advanced specialization efforts. The mission of the Missoula College is to be an institution of learning. The College does not take the concept of professional qualification lightly. Therefore, these qualifications are related to the specific teaching responsibilities of the faculty member.

The documentation required to support professional qualifications will vary with each individual, depending upon factors such as the organization in which the experience or education was acquired, the level of responsibility held in the organization, diversity of experience, and other factors. For this reason a standardized list of acceptable documentation will not be specified, however guidelines are recommended in item (d) in Rank and Appointment. The FEC will provide each candidate with an IPR *Preparation Packet* that will guide him/her in the preparation of the required documentation. Prior to a consideration of professional qualification by the College, the Dean and the Department Chair(s) will meet and determine what documentation will be required of the prospective candidate or faculty member. If such documentation is required, a statement specifying the requirements will be communicated to the candidate or faculty member in writing so that the evidence may be returned prior to action. The following defines rank and appointment based on the American Culinary Federation (ACF):

1. Instructor
   American Culinary Federation (ACF)***** certification or industry experience at the Certified Chef de Cuisine (CCC) or Certified Secondary Chef Educator (CSCE) level and Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism (HTR).
   i. CCC + Culinary AA Degree
   ii. CSCE + Culinary AA Degree
   iii. American Lodging Association Certified Hospitality Educator (CHE) and ACF certification or industry experience at the CCC or CSCE and Associates Degree from an ACF Accredited Culinary Program. Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism (HTR).
   iv. CHE + CCC or CSCE and AA Degree in Culinary or Hospitality and Tourism (HTR)
2. Assistant Professor
   American Culinary Federation (ACF) certification or industry experience at the Certified Executive Chef (CEC) level and Associates Degree from an ACF Accredited Culinary Program. Or CCC and Certified Chef Educator (CCE) and minimum Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism.
   i. CEC + Culinary AA Degree or HTR AA Degree
   ii. CCC + CCE + Culinary or HTR AA Degree
   iii. American Lodging Association Certified Hospitality Educator (CHE) and ACF certification or industry experience at the Certified Executive Chef (CEC) and minimum Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism.
   iv. CHE + CEC + Culinary or HTR AA Degree
3. Associate Professor
   American Culinary Federation (ACF) certification or industry experience at the CEC and Certified Chef Educator (CCE) level and minimum Associates Degree from an ACF Accredited Culinary Program or HTR AA Degree and Bachelor's Degree from an Accredited four-year institution.
   i. CEC + CCE + Culinary or HTR AA Degree + BA
   ii. American Lodging Association Certified Hospitality Educator (CHE) and ACF certification or industry experience at the Certified Executive Chef de Cuisine (CEC) and minimum Associates Degree from an ACF Accredited Culinary Program and Bachelor's Degree from an Accredited four-year institution.
   iii. CHE + CEC + Culinary or HTR AA Degree
4. Professor
   American Culinary Federation (ACF) certification or industry experience at the Certified Executive Chef (CEC) and Certified Chef Educator (CCE) and Certified Chef Administrator (CCA) level. Or Certified Master Chef (CMC) and CCE. Minimum Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism and Master's Degree from an Accredited four-year institution.
   i. CEC + CCE + CCA + Culinary or HTR AA Degree + MA
   ii. CMC + CCE + MA

iii. American Lodging Association Certified Hospitality Educator (CHE) and ACF certification or industry experience at the Certified Executive Chef (CEC) and minimum Associates Degree from an ACF Accredited Culinary Program or Hospitality and Tourism and Master's Degree from an Accredited four-year institution.
iv. CHE + CEC + Culinary or HTR AA Degree + MA

***All Certification levels equate to Pastry Chef level**

e. Evaluation Frequency

All faculty will be evaluated in accordance with the schedule in Section 10.340 of the CBA.

1. Tenured faculty members with the rank of professor will be reviewed every third year according to the alphabetic categories set forth in the CBA.
2. Tenured faculty members with rank of associate professor will be evaluated every second year using the alphabetic categories set forth in the CBA.
3. Tenure-track or tenured faculty members ranked as instructors and assistant professors are evaluated every year. Faculty members in their first year of service are not required to submit an IPR.
4. All non-tenurable and adjunct faculty will be evaluated every year at the department level.
5. Department chairs are evaluated as a faculty member according to rank under Section 10.000 of the CBA. Administrative performance is subject to review by the dean in accordance with Section 16.240 of the CBA.

f. Possible Responsibilities for Evaluating Professional Performance

Teaching Faculty

- Field-based or off-campus enrichment and learning activities
- Laboratory design, preparation, supervision, and other associated responsibilities
- Development of new courses, pathways, and programs of study
- Activities related to program, college, or university growth
- Coordination, supervision, and evaluation of student projects, such as research or competitions
- Supervision of independent study projects
- Development of innovative teaching materials or pedagogy
- Active and productive student advising
- Collegiality with other faculty
- Integrating new technology to improve course delivery and student success
- Arranging field trips and/or guest speakers within the industry
- Support collaborative partnerships with external and community organizations
- Peer evaluations and peer mentorship
- Instructional materials used by other faculty
- Opportunities for and participation in professional development activities aimed at improving teaching
- Activities related to supervision of teaching/lab assistants/or student teachers
- Variety of teaching methodologies for varied learning styles to support student learning
- Writing recommendations for student tutoring, special needs, and/or developmental work
- Being available to students during office hours or by appointment
- Actively participating in retention efforts at the departmental and college level
- Evaluating library holdings, books and journals for classroom or laboratory use

Teaching Faculty and Program Director Service

- All responsibilities outlined in Teaching Faculty Job Description (above)
- Responsible for supervising, planning, and coordinating the assigned program.
- Represents academic programs at orientation, early advising, and student-related recruiting activities.

- Assists in the researching, recommending, hiring, and evaluation of adjunct faculty.
- Assists the Department Chairperson in the preparation of class schedules including scheduling and utilization of faculty.
- Assists in adjunct faculty orientation and mentoring.
- Assists adjunct faculty in all areas pertaining to their instructional assignments.
- Recommends members of program advisory committees to Department Chairperson; plans and conducts an advisory committee meeting at least once a year to review curriculum and program needs.
- Assists in the review of course revision, curriculum needs, and student retention.
- Prepares recommendations and submits to Department Chairperson.
- Assists in the preparation of documents for submission to ASCRC.
- Assists in the development, compilation, and organization of all materials necessary for accreditation/approval and program or institutional evaluation.
- Assists with the assessment of student learning outcomes and program.
- Collects materials and forwards to the Department Chairperson.
- Initiates resolution of student and faculty requests, complaints, and petitions.
- When assigned by the Department Chairperson, develops a plan for the purchase, maintenance, and replacement of furnishings, tools, and equipment for the program.
- Plans internships with agencies. Submits agency contracts to the Department Chairperson if appropriate.
- Represents program to the internal and external community; maintains active community contacts to assist in employment of program graduates.
- Assumes other duties as assigned by the Department Chairperson, Associate Dean, or Dean.

Teaching Faculty and Program Director Governed by Accrediting Body Service

- All responsibilities outlined in Program Director Job Description (above)
- ACF Accreditation Self-Study Report (5 years) and Annual Report
- Assists in the development, compilation, and organization of all materials necessary for accreditation and program or institutional evaluation

Department Chairperson – Department Academic Administrator Service and Faculty

The position of Department Chairperson in the Business Technology Department reports to the Associate Dean of Academic Affairs. Department Chairs provide leadership in curriculum and in faculty development. They are ten-month personnel who serve as academic administrators and maintain faculty status.

Department Chairs assist in implementing faculty personnel policies and supervise curriculum, courses, methods, and delivery of instruction in their departments. Chairs provide supervisory leadership for full-time and part-time faculty and provide leadership in academic program development, implementation, and assessment. Duties of the Business Technology Chair include:

- Provides leadership in all aspects of instruction within the Department and ensures that rigorous instructional standards are maintained.
- Working with faculty and Program Directors: the Chairperson is responsible for the assessment of programs and student learning outcomes within the Department.
- Assists in supervising the development and implementation of academic courses and programs and workforce needs.
- Evaluates full-time and adjunct faculty: Makes recommendations regarding reappointment, rank, merit, and promotion.
- Assists faculty in preparing professional improvement plans.
- Assists in the preparation of class schedules including utilization of faculty.
- Responsible for the staffing of part-time faculty within the department with assistance of Program Directors as needed.

- Provides orientation for new part-time faculty with the assistance of Program Directors as needed.
- Works closely with Retention Director and advisors to ensure student retention and success.
- Collaborates with the Office of Advising in implementing the processes and procedures of student advising.
- Initiates part-time/adjunct faculty contracts.
- Assists in the preparation, review, and revision of college catalog with input from faculty and Program Directors within the Department.
- Arranges for the coverage of classes when departmental employees are absent.
- Assesses the need for and recommends the recruitment of new full-time faculty.
- Serves on search committees.
- Works with Program Directors and performs the responsibilities of the Program Director in the absence of that individual.
- Collaborates with faculty and Program Directors to identify curriculum review and/or propose changes to existing curriculum, and/or develop new courses and/or programs within the Department.
- Coordinates the ordering of course textbooks and other instructional materials and supplies.
- Reviews, coordinates, and recommends faculty requests for purchase of books, periodicals, audiovisual, technology, or other resources.
- Prepares annual and long term operating budgets.
- Prepares and submits regular reports consistent with the requirements of the Associate Dean of Academic Affairs, Dean, Provost's Office, and the President.
- Recommends work study students and temporary employees within the Department.
- Makes recommendations on course waivers, course substitutions, student overloads, audits, and course learning contracts with input from Program Directors.
- Assists in the resolution of student and faculty requests, complaints, and petitions consistent with Department activities.
- Coordinates program reviews by working closely with Program Directors. Ensures that programs are relevant and current.
- Assists in the compilation of and analysis of academic reports and surveys and distributes resulting information to faculty as appropriate.
- Reviews and recommends faculty requests for professional development and/or other funds and forwards to the appropriate office or committee.
- Assumes other duties as assigned by Associate Dean of Academic Affairs and/or Dean.

III.Faculty Evaluation Committee

Purpose and Members

The Faculty Evaluation Committee (FEC) provides peer evaluation and review of performance for each faculty member in the unit. Evaluation of faculty members should be seen as an opportunity to affirm the work of faculty members evidenced by their professional activities and establish their qualifications for promotion, tenure, or merit. Qualification for service on the FEC occurs immediately following award of tenure or tenure-track status.

In accordance with the CBA Section 10.230 requirements, the FEC shall be composed of at least three tenured or tenure-track faculty who are members of the Collective Bargaining Agreement and are elected from the Business Technology Department at large. Because of the interdisciplinary nature of the Business Technology Department, the FEC may request additional program-specific peer input in order to adequately evaluate program or discipline-specific materials presented in the IPR (Individual Performance Record). The FEC shall be responsible for applying the unit standards and the CBA to review the performance for each Business Technology faculty member in the unit.

Because the department chair evaluates each faculty member at the next evaluation level, and because this subsequent evaluation is partially based on the FEC recommendation, the intention of these unit standards is that the

department chair not be involved with both levels of evaluation. Therefore, the department chair will not be a member of the FEC.

A faculty member applying for merit or promotion may not chair the FEC or make recommendations toward his/her own standing. In the event that all FEC members apply for merit or promotion in the same year, a neutral third-party tenured faculty member from another department will be appointed as a fourth member to chair the FEC for that year only. These FEC members will be chosen from another UM Missoula College unit based on a unanimous vote of the sitting FEC membership.

Only tenured faculty may vote on matters concerning the award of tenure. In the event that there are fewer than three tenured members, a neutral third- party tenured faculty member from another department will be appointed as a fourth member to chair the FEC for that year only. These members will be chosen from another UM Missoula College unit based on a unanimous vote of the FEC membership.

The FEC meetings in which the committee discusses IPR's shall be closed to anyone not a member of the committee, except for any individual whom the committee may wish to interview in connection with the evaluation of an individual faculty member.

Responsibilities

The FEC committee shall be responsible for using these unit standards and the CBA to review the IPR of Business Technology faculty. The committee shall construct a written, justified recommendation signed by the committee chair. The scope of the recommendation is outlined in Section 10.110 of the CBA as follows:

Retention
Normal or Less-than-Normal Salary Increment
Merit
Promotion
Tenure

Any member may abstain when he or she feels unqualified to vote, with abstentions not a part of the vote tally. The committee shall use the evidence from the IPR submitted by faculty members, along with evidence from any other source, so long as the evidence is relevant to the unit standards. In addition, CBA guidelines in Section 10.230 will apply.

IV. Procedure for Retention, Salary Increment, Promotion and Tenure

a. The department will provide preparation instructions for preparing the Individual Performance Record (IPR)
b. Each faculty member has the responsibility to prepare his/her IPR with supporting evidence of their teaching, service and scholarship.
c. Each faculty member must establish relevancy and importance of activities within the established criteria. IPR's shall be submitted by the dates indicated in the unit standards and CBA.
d. The IPR shall include any materials deemed pertinent to the annual review procedure with respect to retention, salary increment, merit, promotion and tenure.
e. The department chair(s) shall review annually with each probationary faculty member that person's progress towards tenure. Faculty members that are deficient with respect to unit standards shall develop a plan of improvement.

Student Evaluation Committee – October 15

The Student Evaluation Committee (SEC) process will honor the timelines and requirements described in the CBA Section 10.220. Omission of SEC participation will not constitute grounds for a grievance. The evaluation process may proceed without participation by a departmental SEC. Business Technology Unit Standards prefer inclusion of all student course evaluations in place of, or in conjunction with, a Student Evaluation Committee.

Faculty Evaluation Committee – November 15

The Faculty Evaluation Committee process will honor the timelines and requirements described in the CBA Section 10.230. The FEC Chairperson will notify faculty who need to submit IPR's 30 days in advance of the October 15 deadline. The FEC will make a written recommendation with justification signed by the committee chairperson.

The FEC chair will forward the recommendation of the committee to the Business Technology Chair(s) by November 15. The FEC shall inform the faculty member in writing of its recommendation at least one week prior to forwarding the recommendation to the chair. The faculty member shall sign and return the recommendation to show he or she has received and read it, although the signature does not imply agreement with the recommendation. At that time, the faculty member has the opportunity to clarify any issues they feel are unresolved by submitting inquiry to the FEC committee members for response.

Department Chairperson's Recommendation – December 15

In accordance with the CBA Section 10.240, the Business Technology Department Chairperson shall prepare and sign his or her recommendation for each faculty member in the unit based on the IPR, SEC or student course evaluations, and FEC recommendation and forward it to the dean by December 15. The faculty member shall sign and return the recommendation to show he or she has received and read it, although the signature does not imply agreement with the recommendation.

Dean's Evaluation and Recommendation – February 15

In accordance with the CBA Section 10.260, the dean shall prepare his or her recommendation of the faculty member based on the faculty member's Individual Performance Record (IPR), SEC recommendation, FEC recommendation, and department chair recommendation in accordance with the unit standards.

Disagreements/Appeals

Disagreements and/or unresolved issues will follow CBA procedures. Appeals to the evaluation process are outlined in Sections 10.230, 10.270, and 10.280. Restraints on evaluation and appeals are contained in Section 10.300 of the CBA.

V. Documentation

Each tenure/tenure-track faculty member is responsible for preparing an Individual Performance Report (IPR) that contains supporting evidence of activities in the three areas of faculty responsibility: **teaching, scholarship, and service**. Although the IPR will emphasize a balance of teaching, scholarship/professional growth, and service, significant contributions should highlight a teaching record that demonstrates classroom success, professional development, and development of curriculum and pedagogy. Documentation should include the following:

- Appropriate cover form from Provost's website
- Memorandum to FEC indicating which type of request is attached
- Curriculum Vitae
- Summary of teaching duties and accomplishments
- Summary of scholarly activity and accomplishments
- Summary of service based activities and accomplishments
- Summary of all course evaluations for performance period (supported by copies of all course evaluations)
- Summary of all teaching assignments

Adjunct or non-tenurable faculty should submit a summary of yearly activities and student evaluations to the FEC.

Exemptions to the evaluation process will occur for qualified faculty members in exemption from evaluation by the following procedures put forth by the Provost defined in CBA Section 10.340. Additional information may be

requested by the FEC from any source in accordance with the CBA Section 10.230.

Performance period is to be documented in accordance with CBA Section 10.210. The performance period, consisting of one or more years of record running from October 16 to October 15, is to be documented for the respective types of advancement:

Normal and Less-than-Normal Salary Increment: The previous year.

Merit: The time period since documentation was submitted for the last merit awarded, or for the last promotion, or the most recent seven sequential years, including prior service, whichever is shorter.

Promotion: All service in the current rank or since the date that documentation was submitted for the last promotion, or the most recent seven sequential years.

Tenure: The entire probationary period including credited prior service

VI. General Criteria

Teaching

Teaching is the major responsibility of a Business Technology faculty member. Guided by the Missoula College mission, faculty members accept the responsibility for the education and training of a diverse population of students. The Business Technology Department recognizes that each faculty member's career is unique and expresses a particular array of aptitudes and abilities. The department acknowledges that the overall professional direction varies greatly among individuals.

The Business Technology Department recognizes that certain circumstances such as extended illness or injury may directly impact an individual's performance. Likewise, the department acknowledges that all faculty members may experience occasional reductions in performance associated with stressful or demanding life events. The FEC will consider such circumstances, and performance expectations will be adjusted as appropriate.

The Business Technology faculty members shall be evaluated as teachers on the basis of their effectiveness in preparing and presenting course material, the quality of their objectives, their contributions to academic curricula, advancement of effective pedagogy, and other teaching activities. Following is a list of possible indicators of effectiveness in teaching:

Teaching Activities

a. Field-based or off-campus enrichment and learning activities
b. Laboratory design, preparation, supervision, and other associated responsibilities
c. Development of new courses, pathways, and programs of study
d. Activities related to program, college, or university growth
e. Coordination, supervision, and evaluation of student projects, such as research or competitions
f. Supervision of independent study projects
g. Development of innovative teaching materials or pedagogy
h. Active and productive student advising
i. Collegiality with other faculty
j. Integrating new technology to improve course delivery and student success
k. Arranging field trips and/or guest speakers within the industry
l. Support collaborative partnerships with external and community organizations
m. Peer evaluations and peer mentorship
n. Instructional materials used by other faculty
o. Opportunities for and participation in professional development activities aimed at improving teaching
p. Activities related to supervision of teaching/lab assistants/or student teachers
q. Variety of teaching methodologies for varied learning styles to support student learning
r. Writing recommendations for student tutoring, special needs, and/or developmental work
s. Being available to students during office hours or by appointment
t. Actively participating in retention efforts at the departmental and college level
u. Evaluating library holdings, books and journals for classroom or laboratory use

The IPR should include documentation verifying the completion and performance of teaching activities (see Section V for examples). This documentation might include, but is not limited to the following: student evaluations; notes from students, formal or informal observation by colleagues or peers, documentation of the teaching methodologies and assessments used to support student learning; the creation and/or redesign of courses, innovation in courses, and any other evidence deemed appropriate by the faculty member being reviewed. Effectiveness in teaching may also be based on, but not limited to:

Peer and administrative classroom visitations
Peer and administrative letters of evaluation and/or recommendation
Peer and administrative evaluation and assessment of course materials
Self-evaluation and assessment (including both strengths and weaknesses)
Self-evaluation and assessment based on accreditation standards
Recommendation of alumni or Advisory Committee
Student competitions, awards or recognition
Any other information the applicant deems relevant to his/her professional effectiveness

A number of additional responsibilities accompany the expectation for teaching. Each faculty member shall also be evaluated on his/her contribution-to the university's and Missoula College's efforts to retain students, to ensure that students receive proper advising, and to maintain a responsible and professional relationship with students. Student retention efforts may include both the recruitment of prospective students and the promotion of student persistence. To ensure student progress, faculty members are expected to schedule adequate open office hours on a weekly basis and on varying days. Adequate virtual office hours, email response, and/or telephone communications should be available for online courses. In addition, student advising may include general academic advising as well as guidance and advice on matters from course selection to potential future goals. Advising guidelines can be found online at the University of Montana, Office for Student Success, http://www.umt.edu/oss/for_faculty_staff/advising.php.

Research, Scholarship or Creative Activity

The Business Technology Department encourages research, scholarship, and creative activities, particularly those activities with an applied/integrated relationship to curricular areas contained within the department. The department embraces the scholarship of teaching pedagogy as well as the planning and examination of pedagogical procedures.

Evidence of these scholarship activities may be demonstrated by self-evaluation, peer evaluation, student evaluation, client evaluation, external colleague evaluation, external accrediting committee evaluation, and/or other appropriate bodies. In preparation for their review, candidates for tenure, promotion, or reappointment are expected to provide a file of documented evidence. Following is a list of possible scholarly activities:

Research, Scholarship, and Creative Activities

a. Measures of student achievement such as student performance on nationally standardized examinations, competition success, or student awards
b. Publication such as professionally reviewed and refereed articles, monographs, and books in the candidate's field or related fields
c. Invited participation in programs or presentations at professional meetings at the state, regional, national, and international level
d. Attending continuing education opportunities at conferences, workshops or seminars in relevant disciplines
e. Earning industry certifications and/or achievements
f. Participation and/or leadership in professional societies
g. Significant professional consultation or service to a faculty member's profession
h. Evidenced achievement such as awards, patents, and copyrights
i. Participating in University coursework or professional development activities
j. Preparing professional presentations to be delivered to Missoula College, UM, industry or departmental functions.
k. Publishing or completing reports for university, professional, community or governmental groups
l. Earning graduate or post-graduate units/credits relevant to field
m. Researching, developing, writing, and submitting grant proposals

Professional and Public Service

Efforts to serve the students, Missoula College, the university system, and society are obligations of the faculty member. Business Technology expects faculty to serve on committees, attend university functions, and render public service in the area of professional competence(s). When evaluating these expectations, consideration will be given to a variety of activities. Following is a list of possible service activities:

Service Activities

a. Writing self-studies for program accreditation, approval or review
b. Program direction activities
c. Activities that enhance the reputation of the Department, Missoula College, and the University
d. Presentations for continuing education such as extension courses, workshops, seminars, or individual learning activities
e. Presentations within the University to other faculty or to community organizations
f. Participating in faculty governance
g. Contributing expertise to governmental, non-profit, or community organizations
h. Engaging in activities related to increasing enrollment, promoting programs, and supporting student registration
i. Engaging in Missoula College or University fundraising activities
j. Contributions to UM, Missoula College, or program curriculum development
k. Involvement in professional and public associations
l. Judging at associations such as the Business Professional Association (BPA), culinary competitions
m. Participating in accreditation/approval or peer review of departmental programs
n. Serving on public or departmental advisory boards
o. Participation and/or leadership in the UM or Missoula College committees
p. Consulting

Quantitative evaluation of service contributions can be difficult, and any evaluation will include subjectivity. Nonetheless, it is essential that all professional and public service activities by measured by documented contributions. Appropriate documentation may include, but it not limited to: letters of request, appointments, invitations, confirmations, or commendations.

VII. Appointment and Promotion

Minimum Eligibility Criteria for Appointment and Advancement

Exception to the minimum terminal degree for appointment must be fully justified up through the several levels of promotion or appointment review, with final approval by the Provost.

Merit Criteria

Merit recommendations will be based on meritorious performance in at least two of the three areas of teaching, scholarship/professional growth, and service or normal performance in at least two areas and outstanding performance or special recognition in at least one of these areas. Criteria for evaluating performance are described in Section VI (General Criteria of these unit standards).

Normal Criteria

For any given year, normal performance for a faculty member will be demonstrated by teaching effectiveness, scholarship and/or scholarship/creative activity, and documented professional or public service. A normal increase reflects faculty growth in value to the institution.

Less-than-Normal Criteria

A less-than-normal recommendation is indicated when there are deficiencies in the performance of the three areas of responsibility: teaching, scholarship/creative activity, and professional or public service. Deficiencies in carrying out assigned duties include, but are not limited to: failure to perform professional duties and/or failure to carry out professional duties in a complete manner. Deficiencies in meeting teaching duties include but are not limited to: failure to meet regularly scheduled courses, failure to advance discipline specific content, failure to utilize current and effective pedagogy, and failure to conform to the ethics of teaching. Deficiencies in scholarship and creative/growth activity include, but are not limited to: the absence of growth in discipline specific areas of new/professional growth knowledge and current practices, absence of participation in university activities such as serving on committees and attending university sponsored activities, and the absence of participation in general university activities that may benefit from faculty's specific expertise.

Less-than-normal recommendation will result in no increase in yearly salary compensation and if uncorrected may affect employment. Any faculty member not presenting the required portfolio will be assumed to have engaged-in less-than normal performance by the FEC.

Section 17.000 of the CBA is followed for tenure review of faculty members receiving a less-than-normal salary increment for three consecutive years.

Non-Reappointment

A probationary appointee should refer to Section 9.230 of the CBA for contractual obligations and procedures.

Tenure

Faculty members are eligible to apply for tenure during the sixth year of service. Prospects for tenure are viewed as having long-term potential, remaining productivity, and acting as a positive influence within the institution into the future.

If a person is not awarded tenure by the seventh year of service he/she is given a one-year terminal contract. One can be given a tenure clock extension due to extenuating circumstances. All tenure applications must be in accordance with Section 9.310 and 9.320 of the CBA.

Granting of tenure reflects not only past performance, but belief in the candidate's potential for significant future professional growth and service to students, to the department, Missoula College, the University, and society in a manner that furthers the mission of the Business Technology Department, Missoula College and The University of Montana. Since the department emphasizes teaching, the candidate for tenure *must* execute the duties as outlined in the unit standards.

Judgment of teaching effectiveness may be based upon, but not limited to, the following: peer and administrative classroom visitations, peer and administrative letters, evaluation of course materials, student evaluations, self-evaluation, and opinions of alumni and advisory boards. Scholarship and professional growth activity is evidenced by activities that enhance a faculty member's teaching effectiveness and keep the faculty member current in the profession, business, industry, or academic discipline. These activities would normally result in a faculty member becoming prepared to teach new technology or practices. Service contributions to the university, college, or profession are also considered in the review for tenure.

The recommendation of tenure will be made in accordance with Sections 9.310 and 9.320 of the CBA. To be considered for tenure there must be an accumulation of five (5) years of credit toward tenure, at least three (3) of which have been at the Missoula College. Refer to Section VI (General Criteria) of these unit standards: teaching, scholarship, service and Section IV (Procedure for Retention, Salary Increment, Promotion and Tenure) of these unit standards.

Documentation for tenure awards is described in Section 9.320 of the CBA and should include items normally

included in the IPR (see Section V [Documentation] of these unit standards) with additional evidence of achievements, consistently high level of teaching effectiveness, and recommendation from peers, students, and administration. Items should include, but not be limited to:

- Statement of teaching, research, creative activity, and public service during probationary period
- All course evaluations taught during probationary period
- Peer (UM or MC faculty) observation/evaluation of classroom effectiveness
- Department chair observation/evaluation of classroom effectiveness
- Vitae of publications, creative work, presentations
- Evidence of recognition in field of expertise
- Three letters of support from the following:
  - One letter from another UM or MC tenured faculty member (peer)
  - One letter from a current student
  - One letter from a UM or MC administrator

The process for applicants failing to attain tenure can be found in Section 9.340 of the CBA.

Promotion

Promotion applications must be in accordance with Section 10.110 and 10.210 of the CBA. Documentation should include IPR content with any additional documentation showing teaching effectiveness, scholarship, and service. See definitions within these unit standards for description of appointment and promotion criteria.

Credit toward Tenure

Up to three years toward tenure may be awarded for full-time service in a tenurable position at another accredited two-year institution of higher education by agreement among the faculty members, the department chair, the dean, the provost, and the president. In addition, all full-time service at Missoula College in a probationary position shall count as service toward tenure. Faculty who are hired into a tenure-track position from a non-tenurable/adjunct appointment may receive credit for prior service toward tenure. Credit for prior service must be determined in writing and signed by the president, the faculty member, the dean, and the provost at the time of initial appointment or it will be presumed none was given. Refer to Sections 9.120 and 9.240 of the CBA for further detail.