



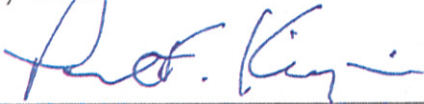
UNIT STANDARDS REVIEW
SIGNATURE FORM

Department of: Public Administration & Policy
Year: 2018-2019

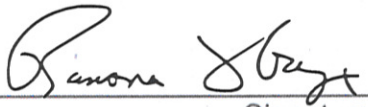
1) Department Chair:

 Signature 9/15/18 Date


2) Dean:

 Signature 9/15/18 Date

3) Chair, UM Unit Standards Committee:

 Signature 2/5/19 Date

4) Provost and Vice President for Academic Affairs:

 Signature 2.11.19 Date

1
2 UNIT STANDARDS FOR THE DEPARTMENT OF PUBLIC ADMINISTRATION & POLICY (DPAP)
3

4 INTRODUCTION

5 The standards and procedures contained in this guide for the Department of Public
6 Administration & Policy are intended to facilitate the achievement of personal and collective
7 goals within the department. The overriding goals are to achieve excellence in teaching,
8 scholarship, institutional service, and public service activities. The faculty and staff
9 associated with the department seek to build the strongest programs possible in order to
10 promote distinction in public and nonprofit education. To that end, we attempt to provide
11 students with an environment, curriculum, and the faculty and staff resources that will allow
12 each to maximize personal and intellectual growth. To support excellence in scholarship and
13 other professional activities, the department attempts to provide the facilities, environment,
14 and collegial support essential to individual achievement. These unit standards are intended
15 to clarify departmental expectations that relate to pursuit of these overriding goals.
16

17 The Department of Public Administration & Policy (DPAP) shall be guided by standards and
18 procedures set forth in the current Collective Bargaining Agreement (CBA) signed between
19 the University Faculty Association and the Montana University System regarding faculty
20 performance and review for recommendations of retention, salary increments, promotions,
21 and tenure. In addition, DPAP standards incorporate NASPAA guidelines to maintain
22 conformity with accreditation.
23

24 The bargaining unit includes faculty on academic or fiscal year appointment to the rank of
25 instructor, lecturer, assistant professor, associate professor, and professor with
26 appointments that are half-time (0.5 FTE) or greater (CBA 3.100). The unit standards and
27 procedures discussed below are intended to be in addition to and consistent with those
28 provided in the current CBA, and in the event of any omissions or inconsistencies, the terms
29 of the CBA shall prevail. A faculty member should consult the CBA for procedures relative to
30 the evaluation process beyond the Faculty Evaluation Committee (FEC) and to determine
31 procedural requirements for appeals, according to sections 10.260 through 10.330 of the
32 CBA.
33

34 I. Qualifications for DPAP Faculty

35 a. Faculty members (e.g. tenured, tenure track, untenured, or adjuncts) are
36 required to be either be:

37 i. Professionally qualified: hold at least a master's level degree in their
38 respective area of expertise (e.g. nonprofit administration, public
39 policy, law/policy, public administration) and have at least 5 years of
40 professional experience related to their teaching and research,
41 maintain a commitment to the public service profession (e.g. trainings,
42 professional development); and/or,

43 ii. Academically qualified: hold a terminal degree (DA, EdD, PhD, JD) in
44 their respective area of expertise related to their teaching and research.
45

46 II. Chair/Directors' Duties and Responsibilities

- 47 a. The chairperson/director of DPAP is used interchangeably throughout this
48 document and responsibilities defined below.
- 49 b. The chair/director must be a tenured faculty member of the department
50 unless there are extenuating circumstances (e.g. sabbatical, no tenured
51 members are part of the department).
- 52 c. The duties of the department chair/director include developing and carrying
53 out leadership goals for the department, in consultation with the other faculty.
54 The chair/director also serves as the official channel of communication
55 between the department and the Dean's office, maintains departmental
56 records, oversees budget/travel, meets administrative deadlines, and so forth.
57 In addition to these duties, DPAP faculty members have other expectations,
58 some of which relate to the manner in which the director administers the unit.
59 These expectations may be summarized as follows:
- 60 i. The chair/director is responsible for encouraging discussion to
61 develop faculty decisions for conceptualizing and representing the
62 faculty consensus both within and outside of the department, and for
63 implementing that consensus on a day-to-day basis.
- 64 ii. The chair/director is responsible for informing faculty members of
65 what transpires at budget unit leader meetings and for providing
66 information from other meetings that affects them personally or as a
67 unit.
- 68 iii. The chair/director is responsible for convening regular faculty
69 meetings and other meetings as they deem necessary or if requested by
70 other faculty; for preparing an agenda—including items proposed by
71 other faculty—for distribution at least two days in advance of the
72 meeting. They also are responsible for distributing final minutes to the
73 faculty, and the Dean.
- 74 iv. The chair/director is responsible for convening the departmental
75 committees as needed, for providing whatever documentation is
76 necessary for their deliberations, for facilitating the proper
77 consideration of their recommendations, and for implementing the
78 resulting decisions.
- 79 v. The chair/director is responsible for maintaining records and
80 assessment for NASPAA accreditation and providing advising for all
81 students in the MPA Program, overseeing marketing, and community
82 partnerships.
- 83 vi. The chair/director is responsible for providing constructive feedback,
84 oversight, career planning, and mentorship for junior faculty and
85 adjuncts.
- 86 vii. The chair/director is responsible for conducting teaching observations
87 of junior faculty and adjuncts each semester, providing written and
88 constructive feedback for online and in person courses.
- 89 viii. In cooperation with the faculty, the director prepares and revises
90 student program guides, departmental curriculum, information for the
91 website, recruits new students, completes student academic program
92 plans, submits departmental budgets, curricular schedules, and

- 93 maintains departmental displays for the advertising of students in all
94 programs in the department.
- 95 ix. Works with the Baucus Institute Director and Nonprofit undergraduate
96 minor director to ensure collaborative working relationships.
- 97 d. Evaluation of the Department Chairperson/Director (CBA 16.240)
- 98 1. The evaluation of the departmental chairperson as a faculty
99 member will occur in accordance with CBA Section 10.000. The
100 procedure for further recommendations and appeal will be the
101 same as that prescribed for other faculty.
- 102 2. The administrative performance of departmental chairpersons
103 is subject to review at any time by the dean. The results of any
104 such evaluation of the administrative role of each chairperson
105 will be included in the next normal faculty evaluation according
106 to the procedures of Section 10.000. The evaluation will focus
107 on the chairperson's leadership in meeting the goals of the unit
108 and fulfilling the duties outlined in the CBA Section 16.220

109 REVIEW PROCESSES, DOCUMENTATION & EVALUATION

- 110 III. Faculty Evaluation Committee (FEC)
- 111 a. *Purpose*: provides peer review and evaluation of each member in the unit
112 (tenure and non-tenure track)
- 113 b. *Composition & Procedures*: Per CBA 10.230 the FEC will include three (3)
114 members of the unit, whom must be tenured or tenurable (i.e. tenure-track)
115 and part the MPA Core Nucleus¹, and one graduate student observer chosen
116 by the FEC chairperson. The FEC chair is determined annually by a majority
117 vote of the MPA Core Nucleus.
- 118 i. The student observer does not supplant the Student Evaluation
119 Committee (SEC); they are not eligible to serve as committee
120 chairperson and shall have no voting rights.
- 121 IV. Student Evaluation Committee (SEC)
- 122 a. The Student Evaluation Committee (SEC) shall consist of at least three (3) but
123 not more than seven (7) students who are majors and/or graduate students in
124 the respective unit and shall include one (1) faculty observer who shall enjoy
125 all rights of full participation and access to information except voting. The
126 faculty observer shall be chosen from among the tenured or tenurable (i.e.
127 tenure-track) members of the bargaining unit in the department or unit, and
128 appointed by the department chair/director. The purpose of the SEC is to
129

¹ MPA Core Nucleus Definition: Employed full-time at the University of Montana. Academically or professionally qualified who are involved directly in governing the MPA program including, for example, participation in decision-making about student admissions; graduation; curriculum changes; and, faculty hiring. Members of the MPA Faculty Nucleus provide support for students, teach 1-2 classes per year for the program, attend monthly meetings, participate in faculty performance reviews, and are regularly involved in program and course level assessment. These individuals can be outside of the bargaining unit (e.g., Law), but if so, they may not vote on faculty performance reviews.

130 provide a summary of the faculty member's electronic student evaluations as
131 specified in the CBA section 10.220.
132

133 V. Process for Evaluation of Teaching

134 a. *Purpose:* It is DPAP policy to evaluate all courses taught by unit faculty
135 (including part-time faculty members). The Department chairperson/director
136 will conduct evaluations of courses taught by faculty with less than 0.5 FTE
137 appointments. Faculty with 0.5 FTE or greater will have their course
138 evaluations included in FEC evaluation, except for courses that may not have
139 statistical significance or without sufficient enrollment where evaluations
140 cannot ensure anonymity of students per CBA 10.220.

141 i. Student evaluation of the courses shall be accomplished through use of
142 a form to be agreed upon by DPAP faculty and administered through
143 UM Online.

144 ii. The chair/director and the office administrative staff shall arrange for
145 the distribution of the evaluation instrument with UM Online for each
146 course during the final two weeks of each semester and shall utilize
147 graduate assistants, or parties other than the faculty member offering
148 the course, to secure completion of the electronic forms. However,
149 during the interim and summer sessions, faculty members should
150 arrange for third party evaluations of their courses (through UM
151 Online). Whether during a regular semester or interim/summer terms,
152 the administration of course evaluations shall adhere to the following
153 procedure:

154 iii. The chair/director shall distribute the results of all course evaluations
155 to departmental faculty following the end of the semester after all
156 course grades have been submitted. The chair/director keeps one of
157 the two summary tabulations for each course and, using those
158 summaries, prepares and distributes to DPAP faculty for a
159 departmental compilation of key evaluation measures for each course
160 taught in the semester. Upon completion of this departmental
161 compilation sheet, the chair/director submits the computer summary
162 of each course evaluation to the Dean for inclusion in individual faculty
163 performance records. The chairperson/director shares aggregate level
164 data for course evaluations during a scheduled department meeting.
165 The department discusses areas of improvement to enhance student
166 learning. The chair/director meets individually with faculty to discuss
167 the outcome of teaching evaluations to provide constructive feedback
168 as needed.

169 iv. Courses taught by ad hoc/adjunct (less than .5 FTE) instructors will
170 also be evaluated using procedures set forth in this section on a yearly
171 basis.
172

173 VI. Preparation of the Individual Performance Record (IPR)

174 a. Individual Performance Record (IPR): It is the responsibility of every faculty
175 member to prepare their own individual performance record with as full and

176 complete documentation and evidence, as required by the CBA section 10.210.
177 For a merit increment the documentation shall include performance since the
178 last merit or promotion, or the most recent seven (7) sequential years. For
179 promotion the documentation shall include performance since the last merit
180 or promotion, or the most recent seven (7) sequential years. Failure to submit
181 an IPR is grounds for a less than normal evaluation (CBA 10.100.3.c. and
182 falsification of materials in an IPR is grounds for discipline CBA 18.500).

- 183 b. This documentation shall address all three areas of faculty responsibility: (1)
184 teaching and advising, (2) research and scholarly activity, and (3) public
185 service. DPAP encourages, but does not require faculty to use the
186 recommended university template.
- 187 c. Performance reviews of faculty shall emphasize flexibility in balancing the
188 contributions of teaching, research and scholarly activity, and public service
189 consistent with duties assigned by the Dean (CBA 6.210) and consistent with
190 their appointment. The individual shall submit this documentation to the
191 chairperson of the FEC by October 15. A cover letter should be included
192 specifying the faculty member's requested evaluation recommendation (e.g.
193 normal, merit, promotion, tenure). The IPR should be prepared in the order
194 of the criteria/areas of performance listed below.
- 195 d. The performance/evaluation period, consisting of one or more years of record,
196 to be documented for advancement (i.e., promotion, tenure, merit, normal and
197 less-than-normal) will conform to the requirements of the current CBA section
198 10.340. Tenured faculty members who have achieved the rank of full professor
199 shall be reviewed every third year, and tenured faculty members who have
200 achieved the rank of associate professor shall be reviewed every second year,
201 assistant and non-tenured faculty are evaluated every year. This evaluation
202 schedule is contingent upon the following conditions: 1. the faculty member is
203 seeking a normal increase; 2. the faculty member has not received a less-than-
204 normal recommendation in the past three (3) years; and the unit FEC does not
205 wish to initiate consideration for other than a normal recommendation.
206

207 VII. Criteria for Faculty Evaluation

208 *General Criteria:* In this section, the basis for evaluation in each area (teaching, research, and
209 service) is summarized and is followed by a recommended outline of specific topics to be
210 addressed in each area in the IPR. Normal, Above Normal, and Outstanding performance
211 levels are defined. Tenured and probationary (tenure track) faculty are evaluated in the
212 areas of teaching, scholarship, and service. Non-tenured faculty are evaluated based on their
213 letter of appointment - performance in teaching and service, or a combination thereof.
214

215 *Deadlines:* The individual performance records of all faculty members subject to evaluation
216 must be submitted to the FEC by October 15. Additional evaluation materials (solicited by
217 the FEC or unsolicited) must be submitted to the FEC by October 20. The faculty member
218 under evaluation must be notified within 5 days of the inclusion of the additional evaluative
219 material (no later than October 25) and that material must be made available to the faculty
220 member. The faculty member is then given 10 days (or no later than November 5) to prepare
221 a written response that becomes part of the evaluation record. Within 10 days (or no later

222 than November 15) of receipt of a faculty member's appeal of an evaluation, the FEC shall
223 either grant or deny the requested remedial action, notify the faculty member of the decision,
224 and make the decision a part of the record. The FEC will review and make its final written
225 recommendations by November 15.

226
227 The following scale (1-10) will be used by the FEC when evaluating teaching, research, and
228 service. In scoring activities in each category, the FEC will keep in mind the following
229 conventions and meanings:

230	Score	
231		
232	10	Performance in this activity area is truly outstanding and beyond
233		the standards set by the unit.
234	9	Performance in this activity is outstanding.
235	8	Performance in this activity is above normal.
236	7	Performance in this activity is slightly above meeting unit
237		standards.
238	6	Performance in this activity area meets the unit standards.
239	5	Attempts to maintain normal unit standards performance, but
240		slightly below expectations
241	4	Performance consistently below normal unit standards
242		expectations
243	3	Below unit standards expectations and significant improvement
244		needed
245	2	An attempt to document activity, but unacceptable performance
246		in this area
247	1	Minimal documented activity and unacceptable performance in
248		this area
249	0	No documented activity or unacceptable performance in this
250		area.

251
252
253 At the FEC review meeting, faculty members that are 0.5-1.0 FTE being reviewed shall be
254 given the opportunity to briefly summarize their professional activities for the year and to
255 explain or question any material in the file. Per CBA 10.230, at all times during the evaluation
256 process, from the Faculty Evaluation Committee through the deliberation of the Provost,
257 unsolicited materials may not be used as part of the evaluation unless they are signed. Signed
258 materials thus submitted will be made available to the faculty member being evaluated in accord
259 with the preceding paragraph. Unlike materials solicited by the FEC, unsolicited materials have
260 no expectation of anonymity of the identity of their author. Further, to ensure and encourage candid
261 professional assessment of the individual faculty member performance, materials solicited by the
262 FEC from non-tenure-track, probationary faculty, and students will be guaranteed anonymity.
263 With the exception of solicited material from non-tenure-track, probationary faculty, and students,
264 other persons submitting material to the FEC have no expectation of anonymity and all materials
265 submitted to the FEC will be signed. Student materials submitted to the SEC will be guaranteed
266 anonymity.

267

268 The departmental standard for each category (warranting an average score of six) shall be
269 construed as described below. Tenured and tenure track DPAP members will be evaluated
270 in teaching, research, and service. Untenured members that are 0.5-1.0 FTE will be evaluated
271 only in the areas of teaching and service; or their duties consistent with their letter of
272 appointment. Members of the FEC are expected to award scores for faculty member
273 performance within each of these categories and to explain the basis for their assessment of
274 individuals' performance.

275
276 The FEC will meet in a closed session meeting (closed to the individual under review) to
277 review individual scores. These judgments and scores are expected to follow a full discussion
278 of each candidate's file in which FEC members are encouraged to consider the reasons for
279 their assessment of the candidate's performance and to review tentative scores. The FEC will
280 then move to an open meeting where the candidate under review can briefly discuss their
281 own file and the FEC explains to the candidate the scores they received. The Committee shall
282 apply the unit standards to review the performance of each faculty member in the unit and
283 make a written recommendation with justification signed by the committee chairperson
284 which shall, where appropriate, specifically address: (1) retention, (2) salary increment, (3)
285 promotion, and (4) tenure, and which shall be forwarded to the department chairperson and
286 the dean by November 15. (CBA 10.230). In this written recommendation the candidate's
287 performance and their FEC average score in teaching, research, and service is provided.

288
289 Based on the approved unit standards, on the CBA, and on consideration of the evidence
290 submitted by the faculty member, the Student Evaluation Committee recommendation, the
291 Faculty Evaluation Committee recommendation, and any additional evidence solicited or
292 received and placed in the evaluation report, the department chairperson shall prepare and
293 sign a written evaluation for each faculty member in the unit which, where appropriate, shall
294 specifically address: (1) retention, (2) salary increment, (3) promotion, and (4) tenure. The
295 chairperson may append a written statement of his/her professional opinion and
296 recommendation regarding any matters which he/she may deem to be relevant to the
297 performance or advancement of the individual evaluated. The faculty member shall be given
298 the opportunity to respond in writing to this professional opinion.

299
300 The chairperson shall prepare and append a summary list of those the chairperson has
301 recommended for promotion, merit increase, or tenure, respectively. The names on the list
302 of recommendations for merit increase will be ranked in order of priority by the chairperson,
303 taking into account the chairperson's ratings (normal, above normal, outstanding) across the
304 three areas of evaluation. The department chairperson shall make the record of each
305 evaluation available to the respective faculty members to whom they pertain for his/her
306 review and signature. The record shall include, if available: the Individual Performance
307 Record submitted by the faculty member; the Student Evaluation Committee
308 recommendation; the Faculty Evaluation Committee recommendation; the department
309 chairperson's recommendation, and if submitted, the professional opinion with faculty
310 member's response, and any other exhibits or evidence relied upon or incorporated by
311 reference except course evaluation forms. Each recommendation shall be signed by the
312 faculty member to attest that the faculty member has read it. The chairperson shall then
313 forward a copy of the complete record to the dean by December 15.

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Within ten (10) days of receipt of the department chairperson's recommendation, the faculty member may submit a written appeal to the department chairperson regarding any aspect of the chairperson's recommendation or process. The appeal must state any matters which the chairperson is requested to consider as well as the remedial action desired. The appeal may present for consideration appropriate documentation that the faculty member omitted from his/her Individual Performance Record. Within ten (10) days from receipt of the appeal, the chairperson shall either grant or deny the requested remedial action and shall so notify the faculty member and requested remedial action and shall so notify the faculty member and make the decision a part of the record. The dean submits their review by February 15 to the Provost.

VII. Specific Criteria:

- a. Teaching: The department expects each faculty member to strive for excellence in teaching and to be involved in a continuing process of self-improvement, to engage in professional study to maintain currency in teaching fields, to update course syllabi and activities accordingly, to communicate effectively with students, and to encourage comprehension of course content, and skill development in coursework. Evidence of effective teaching will consist of course syllabi; specially prepared teaching materials and pedagogies such as simulations, exercises, case studies, service learning, examinations, study guides, and guides for research papers; and formal evaluations of teaching such as the unit approved student evaluation results. Supervision of independent studies and student internships and service on outside master's thesis or doctoral committees also shall be considered along with evidence of performance in regularly assigned courses. For all courses, including independent study and master's thesis supervision, qualitative evidence (e.g. self or peer mid-semester feedback, peer assessments) of performance shall be considered along with quantitative evidence such as student evaluations. Members of the department FEC shall pay particular attention to factors that may affect student evaluation scores, such as the level of the course, its enrollment, and whether it is a general education course or required in one or more programs.
 - a. Student course evaluation scores are heavily considered in determining the score for teaching, but they are not the only factor in evaluating teaching performance.
 - i. Outstanding Performance in teaching includes (average score of nine or higher):
 - 1. One's teaching shall be considered "outstanding" if one's teaching contributions far exceeds the normal standard. For instance, one's teaching may be considered outstanding if one demonstrates excellence in several ways such as undertaking new preps, designs a new class, receiving uniformly excellent student evaluations, mentoring student independent studies, significant amount of student advising, teaching above the standard course load, or receiving recognition or award by a professional committee or organization for outstanding teaching.

- 360 ii. Above Normal Performance in teaching includes (average score of
361 eight):
- 362 1. One’s teaching shall be considered “above normal” if one’s
363 teaching contributions exceed the normal standard. For
364 example, one’s teaching may be considered above normal if one
365 consistently receives very good evaluations and/or if one takes
366 on extra tasks such as undertaking new preps, adopting a new
367 teaching methodology/tool (e.g. service learning, civic
368 engagement, online/active learning mechanism), and/or
369 mentors students’ independent study research.
- 370 iii. Normal Performance in teaching (average score of six):
- 371 1. “Normal teaching” shall consist in teaching needed lower
372 division, upper division, and/or graduate courses according to
373 one’s expertise, and directing student research. The courses
374 shall be taught responsibly as indicated by student evaluations,
375 teaching materials, and, where relevant, peer review (CBA
376 10.100-3b).
 - 377 2. Each faculty member shall provide the DPAP administrative
378 support staff with a schedule of his/her teaching and office
379 hours each semester, post them outside his/her office, and
380 maintain them regularly or make needed changes. Out of
381 consideration for students, faculty members who are unable to
382 keep scheduled office hours on a given day should post a note to
383 that effect or have the administrative support staff do so if the
384 individual is not on campus. As a rule of thumb, a reasonable
385 number of office hours per week would be three to four (or
386 more) for a full teaching load, but the hours should be set to
387 reflect expected student demand, and adjusted upward if
388 needed.
 - 389 3. A current syllabus for each course shall be maintained and
390 posted on the departmental website each semester.
- 391
- 392 b. Research/Scholarship:²Each faculty member is expected to make continuous
393 effort toward advancement of knowledge in their area of specialization or in
394 the subject areas embraced by DPAP and/or relevant disciplinary or problem-
395 focused fields. The efforts of the faculty member should include some tangible
396 results in a form accessible to departmental review. We expect the scholarship
397 requirement to be met for tenure and promotion to associate to include
398 published refereed articles, publications in peer-reviewed journals focused on
399 the scholarship of teaching and learning, or other equivalent scholarly
400 material—such as peer-reviewed published books and monographs, and peer-
401 reviewed chapters in edited collections. The required expectation for

² Please note: peer reviewed articles, book chapters, or books that have been accepted for publication will be counted as research/scholarship since there can be a lag time in the publication date.

402 promotion to professor is at least one book manuscript and five additional
403 peer-reviewed articles since promotion to Associate Professor. Since public
404 administration and policy is by nature interdisciplinary, we encourage co-
405 authorship in the aforementioned sources, which are peer reviewed.
406 Recognition by one's peers in the form of invited papers and chapters, papers
407 delivered to meetings of professional societies, grants applied for and
408 received, meeting community needs through research, and service as a peer
409 or technical reviewer also constitute indications of scholarly activity, but these
410 items alone will not meet the standards required for promotion and tenure.

411 i. Outstanding Performance in research/scholarship includes (average
412 score of nine):

413 1. One's research shall be considered "outstanding" if one far
414 exceeds normal standards. Examples include:

415 a. Publishing at a much higher rate than is typical of one's
416 subfield (e.g. more than one peer-reviewed journal
417 article per year, publishing projects of greater scope
418 (book placed with a reputable press),

419 b. Reputable peer-reviewed book chapters,

420 c. Publishing or presenting in the most prestigious venues,
421 invited presentations, receiving a peer-reviewed grant
422 from a reputable grantee, indications of high regard from
423 peers in one's subfield such as recognition or award by a
424 professional committee or organization for an
425 outstanding research contribution.

426 ii. Above Normal Performance in research/scholarship includes (average
427 score of eight):

428 1. One's research shall be considered "above normal" if one
429 exceeds normal standards by:

430 a. Publishing more frequently than is typical for one's
431 subfield

432 b. Publishing or presenting in a prestigious venue
433 indicating a high level of regard from peers in one's
434 subfield.

435 c. Receiving a peer-reviewed grant from a reputable
436 grantee in one's subfield.

437 iii. Normal Performance in research/scholarship includes (average score
438 of six):

439 1. "Normal research" shall consist of maintaining an active
440 research program and periodically publishing (peer-reviewed
441 articles), writing a government report for the public sector,
442 and/or publicly presenting one's research at an academic
443 conference.

444 iv. DPAP will not penalize the chair/director for their service to the
445 department and realizes that it is unrealistic to expect the
446 chair/director to be heavily involved in research during the tenure of
447 the person's role as chair/director. Therefore, in evaluating the

448 department chair/director for promotion, merit, advancement, etc.,
449 the Faculty Evaluation Committee will consider administrative and
450 leadership performance (as part of service) more heavily than
451 research.

452
453 c. Service: Each member of DPAP faculty is expected to participate in shared
454 governance in the department. Within the department, significant initiatives
455 to identify and meet program, curricular, and community needs will be
456 recognized. It is up to each faculty member to provide appropriate
457 documentation of such activity, which may be no more than a descriptive
458 listing of positions held and key activities, but may well include peer
459 evaluations and work products for particularly significant achievements.
460 Institutional service and development may take forms other than participation
461 on shared governance committees. Each member of the DPAP faculty is
462 expected to contribute to the University and community (outside the academic
463 walls) by bringing to bear their special professional competencies with high
464 quality contributions to projects or initiatives that support the public good.

465 i. Outstanding Performance in service includes (average score of nine):

466 1. One's service shall be considered "outstanding" if one displays
467 exceptional amounts of service:

468 a. Serving as department chair and on two committees
469 concurrently); Fundraising to benefit DPAP
470 programming; Service on the major University
471 committees (e.g., ASCRC, Graduate Council, Unit
472 Standards); Serving as a journal editor;

473 b. Displaying demonstrable leadership in such contexts and
474 continuing contributions to University and community
475 development will be highly valued (e.g. active mentoring
476 of untenured faculty, special support of student
477 organizations, or initiating informal programs, service to
478 the public at large and significant off-campus groups as
479 well as to the academic community beyond the
480 institution).

481 ii. Above Average Performance in service includes (average score of
482 eight):

483 1. One's service shall be considered "above normal" if in addition
484 to normal service one undertakes considerable additional
485 service (e.g. very demanding committees, serving as
486 department chair/director, internship coordinator, or
487 undertaking a large amount of departmental or community
488 service).

489 iii. Normal Performance in service includes (average score of six):

490 1. "Normal" service shall consist of departmental service (e.g.,
491 serving on the FEC and assisting with administrative tasks
492 delegated by the chair/director), professional or community
493 service as appropriate (e.g., reviewing a journal article,

494 reviewing a community report), and university service (e.g.,
495 serving on committee that meets one to two times per year).

496 2. Each faculty member is responsible to participate in
497 departmental service activities, including service on continuing
498 or ad hoc committees for assessment. For the most demanding
499 of these contributions, serving as chair/director or internship
500 coordinator, the responsibilities will normally be shared on a
501 rotating basis.

502

503 d. Tenure (CBA 10.100-2): An untenured faculty member may request of the FEC,
504 in writing, simultaneous award of tenure and promotion to Associate
505 Professor during his/her sixth year-of service (CBA 9.310).

506 i. Probationary faculty may apply for promotion to Associate Professor
507 (below) and then subsequently for tenure thereafter, but all
508 probationary faculty must receive tenure by the end of their seventh
509 year of service.

510 ii. A probationary appointee shall be eligible to make an application for
511 tenure after the appointee has completed five (5) years of credited
512 service toward tenure, that is: during the sixth (6) year of credited
513 employment (CBA 9.310).

514 e. Only tenured and tenure-track members of the FEC may vote on tenure and
515 promotion decisions (CBA 10.230). Decisions are based on the Individual
516 Performance Review file, and no secret ballots are permitted. The individual
517 shall be invited to clarify materials in the file and to answer questions about
518 the file, but otherwise may not participate. During a tenure review, the
519 department chair/director will solicit outside reviews for the individual under
520 consideration for tenure. Names for these outside reviewers will be generated
521 by both the chair/director and the individual seeking tenure. These outside
522 reviewers will primarily comment on an individual's scholarship, but may also
523 comment on areas of teaching and service as appropriate. The outside reviews
524 will be part of the faculty member's official IPR file. The faculty shall have the
525 right to review and respond in writing to any solicited materials including
526 outside reviewers. The unit standards used for tenure review shall be those in
527 effect when the individual was appointed; unless the applicant chooses the
528 current unit standards (CBA 10.200).

529 f. Tenure decisions are based on both past performance and performance
530 expected in the future. To be eligible for tenure the candidate must:

531 i. Initiate the application for tenure which shall include at least the
532 following:

533 1. A statement of the teaching, research and/or scholarly activity,
534 and public service performed by the applicant during the
535 probationary period; a vita of the applicant's publications
536 and/or scholarly works; evidence that the applicant has
537 achieved or is in the process of achieving recognition in the
538 applicant's field of competence beyond the University of
539 Montana; any other information the applicant deems relevant to

- 540 the applicant's professional development, competence, or
541 performance. (CBA 9.320)
- 542 2. Possess a terminal degree (DA, PhD, JD, EdD); have accumulated
543 a minimum of five years credit toward tenure, three years of
544 which have been accumulated at the University of Montana in
545 the DPAP.
 - 546 3. Failure to attain tenure by completion of the period noted in
547 CBA 9.300 will result in the issuance of a non-renewable
548 contract. Faculty appointed in fall 2019 or thereafter may apply
549 once; all others (appointed before fall 2019) may apply twice
550 according to CBA 9.340 where they could reapply in their 7th
551 year (if denied in their 6th) and still receive tenure. This person
552 must receive tenure by the end of their 7th year.
 - 553 4. The requirement for tenure in DPAP is to have published six
554 peer-reviewed articles or three peer reviewed articles and one
555 book manuscript.
 - 556 5. Faculty may apply concurrently for the rank of Associate
557 Professor and for tenure. However, the granting of tenure is
558 conditional on promotion to Associate Professor.
 - 559 6. The applicant for tenure is required to include three letters from
560 outside the University that evaluate the applicant's quality of
561 scholarly activities and/or research. The applicant submits a list
562 of five individuals to the department chair/director. The
563 department chair/director can select the outside evaluators
564 (excluding the applicant's graduate mentor and committee
565 members). The chairperson/director shall be responsible for
566 soliciting the outside letters. Letters must be received prior to
567 the FEC meeting at which tenure is considered. (CBA 10.210)
 - 568 7. The level of performance required for a recommendation for
569 tenure is higher than that required for a recommendation of
570 normal increment (greater than an average of six in each of the
571 following areas: teaching, research, and service as recorded by
572 FEC); merely adequate performance will not suffice. At a
573 minimum, the level of performance for a recommendation of
574 tenure must be consistently in the higher portion of the range
575 required for a normal recommendation. (CBA 9.200). For
576 example, for research/scholarship the applicant is required to
577 have at least a total of six peer reviewed scholarly articles or
578 three peer reviewed articles and one book manuscript.
- 579
- 580 g. Promotion: The timeline for application for promotion to Associate Professor
581 and to Professor is the same as specified in the CBA. (CBA 10.110). The
582 following University requirements must be met regarding each of the
583 respective types of advancement or salary determination as indicated. (For
584 purposes of determining years in rank, pro rata credit shall be given all full-
585 time service for any academic term except summer session.)

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- i. Promotion to Assistant Professor: Requires possession of the appropriate terminal degree or its equivalent as defined by the unit standards of each discipline.
 - ii. Promotion to Associate Professor: Except in unusual circumstances, four (4) or more years of full-time service in rank as assistant professor are required prior to the date of promotion (application may be made during the fourth year in rank), and possession of the terminal degree in the appropriate discipline is required consistent with applicable unit standards.
 - iii. Promotion to Professor: Except in unusual circumstances, five (5) or more years of full-time service in rank as an associate professor are required prior to the date of promotion (application may be made during the fifth year) and possession of the terminal degree in the appropriate discipline is required consistent with applicable unit standards. The character of the service in rank as associate professor shall be such that there is a clear demonstration of professional growth and an increasingly valuable contribution to the University. A consistent level of performance in the high portion of the range required for a normal recommendation (greater than an average of six score as recorded by FEC in the following areas: teaching, research, service), and a continued growth in skills and responsibilities are required for a recommendation of promotion to professor. Faculty seeking promotion to professor must demonstrate scholarship specifically by scholarly publication (in peer reviewed journals, books, book chapters, and high level of university/community service, and teaching as described above). The required expectation for promotion to professor is at least one book manuscript and five additional peer-reviewed articles since promotion to Associate Professor.
- h. Merit: (CBA 10.110-3a) A merit recommendation requires “outstanding” in one area (average score of 9 or more) or “above normal” performance (average score of 8 or higher) in at least two of the three areas of teaching, research, or service. In no area may performance be less than normal.
- i. CBA Appendix B procedure for performance awards for non-tenurable faculty
 - 1. Applicants shall submit documentation providing evidence of outstanding performance (higher than 8 average) and current mailing address to unit chairs by May 2018. Chairs will submit their recommendations to Deans by May 15, 2018. Chairs shall rank any multiple Outstanding Performance Award recommendations within their respective units. Deans will rank applicants based on the provided documentation, the Chair’s recommendation, and their own assessment based on the general faculty evaluation procedures established in CBA article 10.000. Deans shall forward their rankings to the Provost by

631 May 22, 2018, who will make the final decision on the granting
632 of awards by June 1, 2018.

633 i. Non-Renewal Decisions (CBA 10.110-3c):

- 634 a. Less-Than-Normal (average scores below six): Performance at a level
635 below that required for a recommendation of normal increment is
636 necessary for a less-than-normal recommendation. (CBA 9.230). A less-
637 than-normal recommendation requires a consistent pattern of inferior
638 performance, or a consistent trend of decline of one's performance pattern
639 to inadequate levels. (CBA 17.000)
- 640 b. Non-Renewal: For faculty awarded-continuous tenure, a recommendation
641 of non-renewal requires a level of performance consistently in the low
642 portion of the range required for normal recommendation or below as
643 outlined in section 10.110.3.c of the CBA. For faculty on-continuous tenure,
644 a recommendation of tenure review and possible non-renewal requires a
645 performance level which is consistently in the less-than-normal range for
646 three successive years.
- 647 c. Non-Reappointment: A probationary faculty appointee has an annual year
648 contract with the right to serve the specified term (annual year) of the
649 appointment and may not be discharged without cause during that term.
650 An appointee discharged for cause prior to the end of the specified term of
651 the appointment shall be entitled to the same procedural protections
652 afforded tenured faculty members discharged for cause. The university
653 President has the sole discretionary authority for renewal, or non-renewal
654 of probationary annual year faculty contracts without cause (CBA 9.230).
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656 VIV. Outside Activities and Conflicts of Interest (CBA 12.300)

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658 DPAP members of the faculty are expected to devote primary attention to teaching, research,
659 and other University responsibilities. Faculty members are allowed to engage in outside
660 activities only to the extent that those activities do not significantly affect fulfillment of these
661 primary faculty responsibilities. In order to ensure that outside activities do not exceed
662 acceptable levels, a faculty member who plans to engage in outside activities of an extensive,
663 recurring, or continuing nature should first consult with the department chair/director and
664 file the required university conflict of interest form.
665

666 Although this procedures document is intended solely for DPAP, it should be noted that
667 faculty members in the unit are affiliated with a number of other University programs (e.g.
668 law, civic engagement). Each of those programs has its own responsibilities and governance
669 arrangements. Faculty members in DPAP strongly encourage those with administrative
670 authority in one or more of these related programs to work closely with the DPAP
671 chair/director in making curricular, personnel, and budgetary decisions that affect, even if
672 only indirectly, the operation and effectiveness of DPAP.
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