

POLICIES AND PROCEDURES

OF THE

COLLEGE OF HEALTH SCIENCE AND PUBLIC HEALTH

Eastern Washington University

Ratified by Vote of the Faculty

November 7, 2014

Replaces all previously dated documents

COLLEGE OF HEALTH SCIENCE AND PUBLIC HEALTH POLICIES AND PROCEDURES

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COLLEGE OF HEALTH SCIENCE AND PUBLIC HEALTH EASTERN WASHINGTON UNIVERSITY

POLICIES AND PROCEDURES

I. Introduction

The College of Health Science and Public Health (CHSPH) is a unit of Eastern Washington University (EWU), a regional comprehensive public university located in Cheney and Spokane, Washington with programs offered throughout the state and online. The College is comprised of four departments and three programs. The departments are Communication Disorders, Dental Hygiene, Occupational Therapy, and Physical Therapy. The programs are the Regional Initiative for Dental Education (RIDE), Public Health, and Health Services Administration.

The CHSPH was established in July 2014 on the EWU Spokane campus. All programs are located on the Spokane campus. Programs currently are either accredited or seeking national accreditation.

The CHSPH operates under and is governed by its Policies and Procedures as approved by the college faculty and EWU Vice President for Academic Affairs (VPAA), subject to the provisions of the EWU Collective Bargaining Agreement [CBA, Section 2.3.1].

II. Relation to Departments and Programs

This document establishes basic policies and procedures for the operation of the CHSPH. Each College department and program must develop its own policies and procedures to govern its operation according to its professional standards and accreditation requirements. Departments and programs can enhance, strengthen or detail the College policies and procedures but cannot weaken or abrogate it. Department/program policies and procedures must be consistent with the provisions of the Collective Bargaining Agreement (CBA) and include a strategic plan and accompanying action plans in accord with the University strategic planning process.

III. CHSPH Policies and Procedures

A. College Mission, Vision and Values

1. Mission

The mission of the College of Health Science and Public Health is to graduate health care professionals in their chosen disciplines who are professionally, intellectually, and ethically prepared to meet the health care and wellness challenges and leadership demands of society. The College's graduates practice collaboratively as they meet the current and future health demands of the evolving health care environment.

In order to achieve this mission, the College:

- Provides accredited, high quality, professional health (science and public health) education programs that emphasize a person-centered, evidence-based, ethically sound practice approach, grounded in the core competencies of inter-professional education including teamwork, cultural sensitivity, collegial respect, communication skills, critical reasoning, and lifelong learning.
- Engages faculty who create a quality educational environment that facilitates the development of health professionals who provide health services and leadership for an ever-changing health care environment.
- Promotes and supports scholarship and evidence-based practice.
- Offers related clinical services, post-graduate professional education, clinical consultation, and opportunities for inter-professional collaborative research and practice.
- Collaborates with both internal and external stakeholders to determine trends in allied and public health in order to expand current programs and/or create new programs to meet the health care needs of the Pacific Northwest region.

2. Vision

The College of Health Science and Public Health will be recognized throughout the Pacific Northwest and the country as an Innovative Health Initiative in health care education, practice, and research. Graduates of the CHSPH will practice collaboratively in a health care environment dedicated to the promotion of optimal health, function, and access for all individuals. The College will be recognized for the enhancement of evidence-based practice through inter-

professional post-professional education and scholarship in collaboration with clinical and academic colleagues.

3. Values

The College of Health Science and Public Health has a strong commitment to and a primary focus on the following values:

- Collaborative Care
- Health Care Equity
- Access
- Assurance
- Sustainability

B. College Administrative Organization

1. Dean

The Dean is the chief academic officer of the College and is responsible for coordinating and managing the College to achieve its mission and to accomplish its strategic plan. The Dean establishes criteria to determine faculty workloads including overloads, and the justification and procedures for recruitment of new faculty. The Dean also reviews and approves departmental policies and procedures and performs other duties including but not limited to oversight of the accreditation of health professions; development of collaborative and collegial relationships with internal and external stakeholders including alumni; procurement of funding streams for College priorities; and direction of the promotion, tenure and merit processes for the College. The Dean is evaluated annually by the Vice President for Academic Affairs (VPAA) in accordance with University policies.

2. College Staff

a. Chief Financial Officer

The chief financial officer (CFO) provides support, guidance and directs the financial affairs of the College and serves as the principal advisor to the Dean, department chairs and program directors in the areas of financial management, technology, facilities, human resources and planning and analysis in support of the operating, academic, contract/grant, and capital budgets. Specific responsibilities include leadership in the areas of budget and financial services, technology and information systems, contracts and grants, payroll/personnel, advancement/development support, and general administration. The CFO develops financial models to aid in the formulation of College academic plans and articulates those plans in the context of financial resources, enrollment growth, Spokane campus trends, University and

College priorities and opportunities, and disciplinary and interdisciplinary potential. The CFO is evaluated annually by the Dean.

b. Administrative Specialist

The administrative specialist works to ensure effective College operations by providing executive level and administrative support to the Dean in a highly confidential and professional manner. This position is responsible for planning, organizing, implementing, coordinating and managing administrative services for the College, exercising independent judgment, as well as decision making authority in designated areas. The position requires a high degree of personal initiative, flexibility, and personal judgment in all assignments, along with strong verbal and written skills, ability to organize and prioritize tasks to ensure smooth work flow, excellence in work standards and a demonstrated interest in providing strong customer service. The administrative specialist will serve as a resource to chairs and program directors. The administrative specialist is evaluated annually by the Dean.

c. Associate Dean

It is the prerogative of the Dean to determine the need and available funding for an Associate Dean. Final approval for an Associate Dean position must come from the Vice President for Academic Affairs (VPAA). Processes for appointment, role and review of the Associate Dean will be developed by the Dean in the event an Associate Dean position is requested and approved. These processes will be included in a future edition of the College policies and procedures.

3. Department Chairs

a. Role of Department Chairs

With concurrence of the Dean, department chairs are responsible for coordinating and managing their departments to achieve their missions and to accomplish their strategic plans; represent the department at College and University levels; provide leadership; are responsible for fiscal and personnel management including evaluation of faculty for retention and promotion; and in conjunction with faculty determine workload assignments and course scheduling.

The department chair is the chief administrative officer of the academic department and reports to the Dean of the College or in the Dean's absence the Associate Dean or the Dean's designee. The chairs are to be informed and advised by the collective expertise of their faculty and provide information from the University and the College to the faculty. The chair is expected to provide effective leadership and management in the operation of the department within College and University policies and goals. The chair is also expected to provide leadership to the department focused on achieving excellence in instruction and scholarship as well as equity and due process in department decision-making.

Chairs are expected to work half-time for two of the three summer months and will be compensated per CBA 7.7.8(a). It is expected that chairs will be on campus and be available to handle administrative duties as required and at a level proportionate with the appointment. Chairs will be primary advisors for students for their departments or programs for the summer. Additionally, in accordance with the CBA chairs are expected to be available during the month of August for programs on semesters and the month of September for programs on quarters prior to the beginning of fall semester or quarter.

b. Appointment of Department Chairs

Departments will take nominations for election to the role of department chair at the first faculty meeting of the current chair's last year of appointment. Nominations will be sent to the Dean for approval. Once the nominations have been approved the Dean, Associate Dean, or Dean's designee will attend a subsequent faculty meeting to hold a vote. Once the vote is accomplished the Dean's office will tally the votes and the Dean will notify the department of the results. The Dean will develop a recommendation based on the advisory vote in the department. The recommendation from the Dean will be forwarded for approval to the Vice President for Academic Affairs (VPAA). Chairs may be specifically recruited and hired if there is a vacancy and funding available.

The newly appointed chairs in the College of Health Science and Public Health will normally begin their terms August 1 of the year following the year of their election. Earlier or later start dates may be negotiated with the Dean. The term of service for chair is four years and may be renewed once unless extenuating circumstances require that the chair serve more than two consecutive four-year terms.

Chairs will receive training for their position. Professional development opportunities for chairs may be made available by the Dean and/or through workshops provided by the Office of Academic Affairs. If there is to be a change of chair, the outgoing chair is encouraged to engage the newly elected chair in the responsibilities of the position—including decision-making—during the outgoing chair's last year of appointment.

c. Review of Department Chairs

The chair will be reviewed biennially by department faculty, staff and the Dean based on performance of duties and responsibilities as outlined in the College and department policies and procedures. The results of the review will be shared with the chair. Although not addressed by the CBA, the policy of the College of Health Science and Public Health is that the results of the chair's evaluation will also be shared with faculty of the pertinent department. Based on the evaluation of performance a plan may be developed jointly by the Dean and the chair to enhance areas of strength and to develop any areas that need improvement. Subsequent to the evaluation the chair may be removed by the Dean.

By a two-thirds (2/3) majority recall vote department faculty may initiate a request to the Dean to remove the chair at the end of any academic term. The Dean, Associate Dean, or the Dean's designee shall conduct the recall vote in the department. The chair may resign at any time.

4. Program Directors

a. Role of Program Directors

Program directors are responsible for representing their programs in administrative matters and for managing all program activities. These activities include but are not limited to curriculum, class scheduling, consulting with department chairs on teaching assignments relative to the courses specific to their program, budget and fiscal management of the program, and student advising. Program directors are leaders of their respective programs and should foster quality and accountability of the programs they oversee. Additional duties may be assigned by the Dean.

The line of administrative operation for program directors is through the Dean of the College although they work in coordination with other associated departments. Programs may choose to merge to create a department. Should this occur EWU Policy 301-01, Chapter 4: Academic Organizational Changes must be followed to ensure approval by the University.

b. Appointment of Program Directors

The Dean of the College, who in consultation with the chairs of departments which are associated with the program, will appoint the program director. The term of the appointment will be mutually agreed upon between the Dean and the program director.

c. Review of Program Directors

The Dean and relevant chair will review the performance of the program director annually. The program director will be reviewed based on the performance of their duties and responsibilities as outlined above. Based on the evaluation of performance, a plan may be developed jointly by the Dean and the director for improvement or the director's appointment may be terminated by the Dean. The program director may resign at any time.

C. College Departments and Programs

1. Department and Program Responsibilities

All departments and programs shall recognize the education of students as their principal function. Each department and program member should be familiar with the University's mission statement and operating plan, the Collective Bargaining Agreement (CBA), the CHSPH

Policies and Procedures and department/program policies and procedures. The department chair/program director is responsible for making current versions of all such documents available to department/program faculty.

As focal academic units within the University, departments, schools, and programs have many important responsibilities to fulfill with adequate University support. The College encourages departments and programs to meet these responsibilities to the best of their abilities:

- Develop and improve department and program curricula through a regular cycle of assessment and revision. Ensure that national accreditation and certification requirements are met through this process.
- Conduct learning outcomes assessments on a regular basis, incorporating the results of these assessments into the academic planning process.
- Ensure that department and program curricula reflect the current state of knowledge in the relevant academic fields.
- Offer sufficient courses on a regular basis to ensure that students make normal progress towards degree completion.
- Offer appropriate courses in the upper-division undergraduate (including senior capstone) and graduate-level curricula that meet University requirements as appropriate for each discipline.

2. Department and Program Activities

Departments and programs are encouraged to engage in the following activities:

- Promote and support student and faculty research.
- Promote service to the department/program, College, University, professional organizations and the community.
- Recruit new faculty for the academic programs they offer.
- Facilitate faculty development in teaching, scholarship and other professional activities.
- Engage in a continuing process of academic planning in order to ensure the highest quality for their educational programs.
- Develop an advising plan that provides quality assistance to students.

- Engage and collaborate with other units in the College and University and with the local and regional communities.
- Consider the development of online courses, certificate programs, and K-12 programs that promote the health professions and college-in-the-high-school programs as appropriate for departments or programs.

3. Specifications for Department and Program Policies and Procedures

Department and program policies and procedures shall be developed so they are consistent with and supportive of the University and College missions and strategic plans. Additionally, department and program policies and procedures must complement and not contradict the College policies and procedures and must meet all requirements of the Collective Bargaining Agreement (CBA).

Each department and program will develop a strategic plan with goals and strategies to improve their respective programs and curricula and to establish priorities in order to better allocate and manage resources, capacity and personnel. The plan should include goals, strategies, and outcomes to determine success. Goals should be meaningful and important to the department or program. The plans should be consistent with those of the University and the College.

Action plans related to the strategic plan will focus on aspects of the strategic plan within a specific time frame and outline in detail how the strategic plan will be implemented through specific activities, identifying who is responsible for the activities and describing how progress will be measured.

D. College Committees

The Vice President for Academic Affairs (VPAA) shall establish the appropriate schedule for evaluation activities of faculty candidates by the College Personnel Committee (CPC; #2 below) and Department Personnel Committee (DPC; #8 below).

1. College Council

The College Council shall be composed of the Dean, department chairs, program directors, and college support staff. The council meets on a regular basis to advise the Dean and to discuss and resolve issues relating to college operations and management. The Dean shall serve as chair of the College Council; in his or her absence the Associate Dean or Dean's designee shall serve as chair.

2. College Personnel Committee (CPC) [CBA 5.4.4(b)]

The College Personnel Committee (CPC) shall be composed of one tenured faculty member selected by each department and one tenured full professor appointed by the Dean. Members of the committee shall have staggered terms of three years. The chair of the committee shall be determined by seniority. If there is a tie in seniority, the committee will elect the chair from those with seniority. If agreement cannot be achieved, the Dean will be asked to select a chair from the senior members. New appointments to the committee shall be made at the beginning of the fall academic term. If unable to select a committee member, a department may select a tenured faculty member from an affiliated discipline with concurrence of the Dean. At the beginning of each academic year, members of the CPC will meet once with the Dean and the previous chairperson of the CPC if necessary to review evaluation procedures used during the preceding year to promote efficiency and consistency in the process and to discuss changes that should be considered to improve the process.

The purpose of the committee is to consider candidates for promotion to associate professor with tenure, promotion of associate professors without tenure to tenure, promotion to full professor with or without tenure, post tenure review for full professors, and merit salary increases. For each personnel action, after independent reviews of the department chair and Department Personnel Committee evaluations and recommendations, the CPC shall submit an evaluation and recommendation to the Dean. All deliberations of the CPC in regard to tenure and/or promotion cases will be confidential. The results of such deliberations will be made known to those to whom the committee is required to report, including the faculty member being reviewed, and then only by the committee members(s) formally charged with that responsibility.

3. College Assessment Committee (CAC)

The College Assessment Committee (CAC) shall be composed of the College Assessment Coordinator as appointed by the Dean, the Associate Dean (if one exists), department chairs and program directors. The College Assessment Coordinator shall serve as chair of the committee. The CAC is responsible for ensuring the timely completion of all externally and internally mandated assessments.

4. Inter-professional Education Committee (IPEC)

A primary impetus for the creation and focus of the College is on inter-professional collaboration. As such, the Inter-professional Education Committee (IPEC) shall be made up of one representative chosen from each department and program within the College and whose charge shall be to coordinate, organize, advertise and if needed facilitate a variety of inter-professional offerings for both students and faculty throughout the academic year. Inter-professional collaborative efforts are to be developed either by the IPEC alone or in collaboration with other agencies, organizations and universities.

5. College Policies and Procedures Committee (CPPC)

The College Policies and Procedures Committee (CPPC) shall consist of one representative from each department and program within the College, as well as the Associate Dean (if one exists) who shall serve as chair. If an Associate Dean does not exist within the College, the members of the CPPC shall elect the chair. The purpose of the CPPC is to periodically review the CHSPH Policies and Procedures to ensure that it is aligned with University policies and stipulations of the Collective Bargaining Agreement (CBA). The CPPC also can be convened at the request of the Dean, Vice President for Academic Affairs (VPAA) or department chairs/program directors to consider modifications and revisions of the CHSPH Policies and Procedures. Any proposed changes to the CHSPH Policies and Procedures must be presented to the Dean who will in turn present all proposed changes to the College faculty for their approval. Final approval must come from the Vice President for Academic Affairs (VPAA).

6. Ad Hoc Committees and Work Groups

Ad hoc committees and work groups may be created by the College, departments/programs, or faculty for any purpose(s) that advance the mission and/or governance of the unit(s) in question.

7. Advisory Boards

It is expected that the College as well as each department and program shall have an advisory board. The College Advisory Board shall be appointed by the Dean. Department and program advisory boards shall be appointed by the department chair/program director with concurrence of the Dean. Advisory board members are selected as representatives of public and community stakeholders who can provide advice and support to College-, department- and program-related activities.

8. Departmental Committees

Department committees shall be established as needed.

At the least, each academic department must include a Departmental Personnel Committee (DPC) [CBA 5.4.4(a)]. Each department will develop procedures for the selection of a DPC. The DPC must include a minimum of three members. The purpose of the DPC is to evaluate, review and recommend Faculty Activity Plans as well as faculty members for retention, tenure and/or promotion, post tenure review and merit salary increases. It is recommended that only tenured faculty members serve on the DPC and that recommendations related to promotion and tenure be made only by faculty holding a rank above the candidate being considered. For the review of lecturers the DPC may include tenure track faculty or senior lecturers. A committee member will abstain from participating in a recommendation that presents a conflict of interest such as

a recommendation involving themselves, a spouse or other family member. The terms of committee members should be staggered if possible. The department chair will make a separate independent evaluation for retention, tenure and/or promotion and, like the DPC, will discuss all recommendations with the candidate. In general, recommendations for faculty personnel actions originate from the DPC. Reviews and evaluations follow the processes identified in the Collective Bargaining Agreement.

In departments that do not have enough faculty eligible to create a DPC, disciplines may combine within the College to create a combined DPC. Combined DPCs will follow the actions identified above for their operation.

E. College Governance

With concurrence of the Dean and Vice President for Academic Affairs (VPAA), the faculty determines College curriculum, academic content, and personnel policies as well as provides the instructional activities consistent with University policies, accreditation requirements and professional standards.

1. Issues Pertaining to College Governance

Changes in mission, vision and/or values; personnel policies; professional standards; strategic plans; or any other matters of importance to the operation and well-being of the College or the faculty will be determined by a majority vote of qualified faculty after discussion in a general meeting and forwarded to the Vice President for Academic Affairs (VPAA) for final approval. A meeting can be convened to consider matters of College importance upon initiative of the Dean or the faculty. Notice of the time, date, place and purpose of the meeting will be by email to all faculty members at least one week preceding the meeting. Relevant documents will be distributed as appropriate in a timely manner. The meeting will be chaired by the individual or group who requested the meeting. A quorum shall consist of those present and qualified to vote. For decisions determined by voting, the manner and method of voting will be determined by simple majority vote of qualified faculty at the meeting. Voting is to pertain to the issue for which the meeting was called.

2. Qualified Faculty

Faculty members eligible to vote include tenured, tenure track and senior lecturers with a half time or greater appointment. Other qualified faculty members are those on sabbaticals, short term medical leave and administrators with faculty appointments. Faculty members not qualified are those with less than half time appointments or on long term leave as well as lecturers and adjuncts.

F. Faculty Responsibilities

1. Teaching Responsibilities of All Faculty

The following teaching responsibilities apply equally to all faculty including tenured, tenure track, special, and quarterly/semester faculty:

- Maintain professional currency in the area(s) the faculty member possesses expertise.
- Meet all scheduled classes and textbook order deadlines.
- Plan, organize and inform students of course content, texts, readings, assignments, attendance regulations and evaluation methods.
- Schedule and maintain regular office hours.
- Submit course grades according to registrar procedures.
- Advise students and majors on department, College and University requirements and career opportunities as well as additional discipline-specific requirements.
- Conduct student course and instructional evaluations and assessments [CBA, Section 7.7.1].
- Provide other forms of evidence that the faculty member is current in the subject(s) he or she teaches.

2. Additional Responsibilities of Tenured and Tenure Track Faculty

a. Advising

Tenured, tenure track and senior faculty (as may be required by a department or program) have a responsibility to provide academic and personal advisement to students as needed.

b. Scholarly Activity

Tenured and tenure track faculty must engage in research and scholarship and related professional activities leading to publications, presentations and/or external funding [CBA, Section 7.7.3].

c. Service

Tenured and tenure track faculty must engage in public service including organized educational, civic, professional and consultative activities. Service should also include memberships on or chairing of departments/programs, College and University committees or other administrative duties as assigned [CBA, Section 7.7.4].

d. External Relations

Tenured and tenure track faculty must engage in teaching, publication, writing, media, research, scholarship, community engagement, leadership and related professional activities that promote their profession or discipline as well as the College and University.

3. Limited Responsibilities of Special and Term Faculty

Unless otherwise specified in the letter of appointment workload for special and quarterly/semester faculty consists solely of instruction. Assignments to duties other than teaching (e.g., student advisement, service) can be negotiated between the faculty member and the leader of the academic unit. If other duties besides teaching are assigned to the special or quarterly/semester faculty member, that individual will receive a concomitant reduction in teaching load or appropriate overload compensation [CBA, Section 7.7.2c].

G. College Expectations for Promotion and Tenure

Each department must establish specific written standards, criteria and expectations for faculty excellence in the context of its discipline and College policy.

1. Faculty Activity Plan (FAP) [CBA, Section 7.4]

Retention, tenure and/or promotion decisions are to be based on the evaluation of individual performance. Evaluation is based upon an approved Faculty Activity Plan (FAP). Under the provisions of the Collective Bargaining Agreement, Section 7.4, each faculty member (excluding lecturers and quarterly/semester faculty) shall prepare an FAP.

- For new faculty members, an FAP should be prepared no later than the conclusion of the first academic term covered by the plan.
- For continuing faculty members not going up for tenure and/or promotion, a subsequent FAP must be drafted during the academic term that their current FAP expires.

The FAP will specify the criteria and evaluation procedures for retention, tenure, promotion and professional advancement. Evaluation is based on judgment of performance in three areas: a) teaching and performance of primary duties; b) scholarly activity; and c) service as appropriate. It is expected that the FAP will remain consistent throughout the terms described in the Collective Bargaining Agreement (CBA).

Department policies and procedures shall clearly identify discipline-specific requirements and qualifications for retention, tenure and/or promotion, post tenure review and merit salary increases. FAPs will be prepared for individual faculty members based on these requirements and qualifications.

Templates for various Faculty Activity Plans (FAPs) are available at the CHSPH Sharepoint site: <http://sharepoint.ewu.edu/chsph/chsph/SitePages/Home.aspx>.

2. Criteria Considered for Promotion and Tenure

a. Teaching

The College recognizes teaching as the single most important faculty responsibility. Faculty members are expected to be effective instructors as evidenced by peer reviews, student comments, course content reviews, and other indications of instructional effectiveness. They are expected to maintain an annual *average* of 3.0 or better from student course evaluations using the standardized four question course evaluation form for all classes normally taught in the academic term under review.

b. Scholarly Activity

Tenured and tenure-track faculty are expected to engage in research or equivalent activities leading to professional recognition which may include but is not limited to publications in peer-reviewed professional journals, conference presentations, consultation services, and grant submissions. For faculty going up for promotion to the rank of associate professor at least two of the scholarly activities must be the equivalent of publications in peer-reviewed journals. An additional three peer-reviewed publications or their equivalent must be documented for persons going up for promotion to the rank of professor. Submission of a grant proposal for instructional improvement and/or research is required in order for the faculty member to be promoted to the rank of associate professor or professor.

c. Service

Tenured and tenure-track faculty are expected to significantly participate in activities that provide service to their department/program, their profession, the College, the University, and/or the external community.

d. General Qualifications for Promotion and Tenure

The general requirements for promotion and/or tenure to the ranks of associate professor and professor come directly from Sections 4.2; 4.3; 5.4.2(a); 5.4.4(d)(i); and 5.4.4(d)(ii) of the CBA (2013-16).

Section 4.2: Associate Professor

A doctorate or terminal degree appropriate to the appointment, and six (6) or more years of successful professional experience are normally required. Faculty appointed at the rank of tenure-track associate professor must be evaluated for tenure in the third year. If tenure is not granted, notification must be given by March 1 of the third year and a one (1) year terminal appointment will be granted.

Section 4.3: Full Professor

A doctorate or terminal degree appropriate to the appointment, and ten (10) years of successful professional experience are normally required. Faculty appointed at the rank of tenure-track full professor must be evaluated for tenure in the second year. If tenure is not granted, notification must be given by March 1 of the second year and a one (1) year terminal appointment will be granted.

Section 5.4.2(a): Candidate for Promotion/Rank Qualification

Candidates for promotion to associate professor with tenure must have at least six (6) years in the assistant professor rank, four (4) of which must have been at the University. Credit for prior experience, or any alternative probationary timeline, must be negotiated at the time of hire and included in the offer letter and FAP. Candidates for full professor must have at least four (4) years in the associate professor rank at the University and must meet the qualifications for such rank.

Section 5.4.4(d) (i) and (ii): Tenure Review of Probationary Faculty

(i) Following the full six-year probationary period and based upon an explicit tenure and rank evaluation, appointment to tenure status may be awarded to a regular full-time faculty member. This evaluation will result in either granting tenure and promotion to associate professor or a one-year terminal appointment for the following year.

(ii) Faculty who, at the time of hire, negotiated a probationary period shorter than six (6) years may choose to put their names forward for tenure review at the time specified in their offer letter or, at their election, at a time no later than the final year of a full six-year probationary period. This evaluation will result in either granting tenure and promotion to associate professor or a one-year terminal appointment for the following year.

3. Early Promotion and/or Tenure

Should any agreement regarding early promotion and/or tenure be offered during the hiring process, it must be defined in writing and provided to the appropriate department and college personnel committee for incorporation into the Faculty Activity Plan (FAP) process.

The process for early promotion and/or tenure as described in this section comes directly from the Collective Bargaining Agreement, Sections 4.1.2(b)(i); 4.1.2(b)(ii); and 5.4.4(d)(iii)].

Section 4.1.2(b) (i) and (ii): Early Consideration for Tenure

(i) Faculty with less than a full six (6) years of probationary service who demonstrate exceptional achievements may be considered for tenure and promotion after the fourth year if nominated by their department personnel committee, their chair, and Dean. A faculty member whose nomination has been endorsed by all of the above reviewers must submit his/her portfolio according to the deadlines established in the academic calendar to be considered for early tenure. Refusal to consider early promotion and tenure may not be appealed through the grievance procedure or other review procedures established in this Agreement (i.e., CBA).

(ii) Faculty may at the time of hire negotiate an agreement for consideration for tenure and promotion with less than a full six (6) years of probationary service at the University. The faculty member will be considered for tenure and promotion according to the terms in his/her offer of employment unless he/she requests to extend the probation period to no more than a full six (6) years of probationary period at the University.

Section 5.4.4(d) (iii): Tenure Review of Probationary Faculty

(iii) Faculty who are considered for early tenure pursuant to Section 4.1.2(b)(i) will either be granted tenure and promotion or will have one (1) additional opportunity to be considered at a time no later than the final year of the full probationary period.

4. Promotion to Professor

Unless faculty are hired in at the rank of professor (with or without tenure), candidates for full professor must have at least four (4) years in the associate professor rank at the University and must meet the qualifications for such rank [CBA, Section 5.4.2(a)].

5. Post Tenure Review

Tenured associate professors not seeking promotion and faculty members holding the rank of professor will be evaluated in the final year of their FAP. The review of the faculty member's portfolio will be by the Department Personnel Committee, Department Chair, College Personnel Committee, Dean and Vice President for Academic Affairs (VPAA). The timelines for such

reviews will be established by the VPAA. Tenured faculty up for post tenure review will be provided a checklist of required documentation from the Dean's office at the start of the final academic year of their FAP [CBA, Section 7.5].

H. Faculty Expectations and Evaluations

1. Expectations

Each faculty member is expected to undertake teaching, professional and service activities as determined by department/program and College objectives with specific workloads determined in conjunction with their department chair/program director. These activities will be incorporated in a Faculty Activity Plan (FAP) which is a plan indicating expected teaching assignments, professional activities with expected significance and results, expected service activities and expected course and departmental assessment activities. FAPs will provide direction for promotion to associate professor, promotion to professor or salary merit, retention and sufficient information for objective evaluation by appropriate administrators and committees. The FAP is a plan to guide the individual faculty member and personnel committees on expectations.

Full professors are to meet all of the teaching expectations as identified earlier as well as additional responsibilities as outlined for tenured faculty. Full professors must remain active in both scholarly and service pursuits as identified in their FAPs, completing an average of one scholarly activity per year as defined by department policies and procedures and active service participation as defined by department policies and procedures.

2. Course Evaluations

All traditionally taught classes must be evaluated by administering to each student present an evaluation questionnaire containing at least the following four questions, scored from 1 ("poor") to 5 ("excellent"):

1. The course as a whole was:
2. The course content was:
3. The instructor's effectiveness in teaching the subject matter was:
4. The instructor's overall contribution to the course was:

To ensure integrity of the evaluation, student responses must be anonymous. Course instructors cannot be physically present during the evaluation process and all questionnaires, completed or not, must be promptly returned to the appropriate department chair or his or her office assistant.

3. Evaluations

Regarding proposed FAPs and the realization of FAP objectives for tenure, promotion or merit, the process involves the following steps:

- Evaluations must be based on verifiable documentation, including (as appropriate) statistical summaries of teaching evaluations; research citations and documentation of contributions and accomplishments. Include links or PDFs of publications.
- Initial reviews by the appropriate department chair and DPC with evaluations and recommendations submitted to the CPC.
- Independent review by the CPC with evaluation and recommendations submitted to the Dean.
- Independent review by the Dean with evaluation and recommendations submitted to the Vice President for Academic Affairs (VPAA) for final approval and action.

1. Merit Salary Increases

Merit awards for faculty shall follow the requirements as described in the Collective Bargaining Agreement, Section 7.5.5 and in departmental policies and procedures.

1. Teaching Excellence Merit

Salary increases for merit related to excellence in teaching require an annual *average* of 4.0 or better from student course evaluations using the standardized four question course evaluation form for all classes normally taught in the period under review and evidence of superior instructional performance as compared to departmental teaching norms such as peer reviews, student comments, class syllabi, grade distributions and similar indicators of pedagogical and course excellence.

2. Scholarly Activity Merit

Salary increases for merit related to scholarly activities require professional activities such as presentations, publications in peer-reviewed journals and funded projects that are significantly greater in volume and/or quality than departmental research activity expectations. Scholarly activity merit can also be demonstrated by activities that receive external professional recognition such as journal citations and professional awards. Full professors are judged to have exceeded in scholarly activity expectations of their FAP by completing three (3) or more activities beyond those identified in the existing FAP that are specified in the department policies and procedures as significant contributions.

3. Service Merit

Salary increases for merit related to service require long term (i.e., a year or more) leadership activities that result in significant contributions to the University, College, or department/program or to professional organizations or the greater Spokane community. Full professors are judged to have exceeded the service expectations of their FAP by completing two (2) or more activities beyond those identified in the existing FAP that are specified in the department policies and procedures as significant contributions.

J. Modifications and Revisions

Modifications and/or revisions to the CHSPH Policies and Procedures must be accomplished in accordance with Section III.D.5 above. Upon recommendation from the Dean to the College faculty, a two-thirds (2/3) affirmative vote of all qualified faculty within the College must be obtained in order for the modifications/revisions to move forward to the Vice President for Academic Affairs (VPAA) for his or her final approval. Voting may be accomplished either in person at a specially-scheduled meeting or electronically via email. Modifications/revisions must be provided to College faculty at least one week prior to the call for a vote. The chair of the College Policies and Procedures Committee (CPPC) shall be responsible for disseminating proposed modifications/revisions to College faculty, calling for the vote, tabulating the results of the vote, and relaying the results to the Dean.