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2. Availability to Students

Each faculty member must post on his/her office door a schedule of at least seven office hours each week for consultation with students and advisees. Faculty members should make special appointments for students who cannot appear during the regular office hours because of conflicts with other classes.

3. Mentoring

Faculty members should assist students with their academic and professional development. This mentoring role can be fulfilled by such activities as: teaching Freshman Seminar, overseeing undergraduate research, sponsoring student organizations, and tutoring students who need help.

D. Service

A faculty member is expected to serve the department and college to which he/she is assigned as well as the University in areas of advice and governance. All faculty members are expected to serve on departmental committees. All Assistant Professors, Associate Professors, and Professors are expected to serve on a University Level I, II, or III committee, attend its meetings and participate in its work. First-year faculty are exempt from committee service. Faculty members may be asked to serve on additional committees, sub-committees, and task forces, but should carefully consider with their department chair other workload considerations before agreeing to serve.

Service may also include contribution to one’s profession—that is, serving in an official capacity in a state, regional, or national organization related to one’s discipline—or service to the community, provided it is related to one’s discipline.

VIII. Faculty Development

A. Orientation Process

The faculty orientation process orients and integrates new faculty into the Northwest culture. Through a coordinated effort among the University, colleges, and departments, new faculty members are presented with an overview of their department, college, and the University and the important role they are expected to play in each. Orientation familiarizes new faculty with the Faculty Handbook contents and initiates a plan for career development. The faculty member should engage fully in the orientation process and if the faculty member does not feel that he/she has received adequate or appropriate orientation, he/she has the responsibility to bring this to the attention of his/her department chair, dean, and/or Provost.

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B. Professional Development

Northwest's professional development process includes an annual faculty evaluation, with more comprehensive reviews at the 3rd and 5th years for tenure-track faculty, mentoring from the chair and senior faculty, and training and development opportunities to enhance a faculty member's capabilities and ability to contribute to Northwest's continuous development.

1. Faculty Evaluation

a. The System

Northwest's faculty evaluation system is based on the premise that quality instructional programs are enhanced when evaluation focuses on individual and team accomplishments and strategies for continuous improvement. The teaching of all faculty is evaluated, in accord with their department, rank, and assignment. As a result, each department will maintain and review an annual evaluation plan for each faculty member. Each plan is based on the department's criteria for teaching, scholarship, student support, and service. The faculty member must demonstrate that he/she has met or exceeded the criteria. The range of percentages that may be applied toward teaching, scholarship, student support, and service are set and communicated in writing as part of the annual evaluation process by the department chair in consultation with the faculty member.

b. Administration of the Evaluation of Faculty

The department chair, in consultation with the college dean, is responsible for the evaluation of faculty members. The chair's evaluation may include consultation with peers and visits to classes taught as a part of the review process and will consider student opinion of teaching effectiveness and other materials the faculty member may wish to include. Documentation relating to the faculty evaluations will be filed in the office of the respective College Dean.

c. Additional Evaluation Issues

- 1) Departments have the responsibility to develop and assign weights to the criteria for each of the areas in which a faculty member will be evaluated. The criteria and weights should reflect the mission of the department as well as future directions for faculty growth. Departments will be responsible for reviewing, modifying and enhancing the quality of their evaluation criteria on an annual basis and will submit a report of the results of any changes made to the Provost through the respective college dean for review and approval. Also, any modifications to the plan must be included for approval in accord with the calendar prepared by the Provost.

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- 2) These criteria will guide the assessment of performance of the faculty members evaluated.
 - 3) Department evaluation procedures will include a self-evaluation component.
 - 4) The evaluation system will recognize the differences in responsibilities for faculty on different types of contracts and for those who are serving in departments participating in the Faculty Professional Development process. Tenure track and tenured faculty will be evaluated on their performance in the areas of teaching, scholarship, student support, and service. Faculty members holding term or non-tenure contracts may choose to have most or all of their contract responsibilities in the area of teaching and student support and will be evaluated accordingly.
 - 5) Faculty shall establish professional goals at the beginning of each evaluation year. Percentages devoted to each work load category (i.e., teaching, scholarship, student support, service) are determined and a list of individual goals should be created in the context of departmental, college, and University goals.
 - 6) As a part of the continuous improvement process, student opinion is valued and students are provided the opportunity to evaluate their experience in as many classes as possible near the end of each term. The process and instructions to students should be standardized to the extent possible, guaranteeing anonymity to the student and assuring integrity in the process. All general education courses must be evaluated each term regardless of the rank of a faculty member. Faculty who are not tenured should administer surveys to students in all courses every term. Tenured faculty seeking any future promotion should administer surveys to students every term. Tenured faculty who are not seeking a future promotion shall administer surveys to students in a minimum of one course per term in addition to any general education courses.
 - 7) Student survey results are used for discussion with the chair to allow faculty members to analyze their strengths and weaknesses and develop strategies for improvement; to evaluate faculty teaching for promotion and tenure decisions; and, aggregated with other faculty member results, to track teaching performance at the department and college levels.
 - 8) Each full-time and part-time faculty member will receive an annual evaluation regarding his/her performance at Northwest Missouri State University. Exceptions will be made for tenured Professors who will be evaluated every third year. In departments with more than one tenured Professor, evaluations will be divided so that approximately equal numbers of tenured Professors will be evaluated each year. This evaluation shall include a conference with the department chair at which time evaluation

458 criteria, information on performance and the faculty member's goals will be
459 reviewed at the time designated within the Provosts' operations calendar.
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461 9) In promotion and tenure reviews, the faculty member must demonstrate that
462 he/she meets or exceeds the criteria in an application that provides sufficient
463 documentation. The Faculty Committee on Rank and Promotion, the
464 Faculty Welfare Committee, and the Provost's Office will jointly offer
465 workshops and information to guide faculty members in the preparation of
466 applications.
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468 10) Faculty members who have administrative responsibilities will be evaluated
469 as an administrator by their supervisor for that portion of their work load.
470 The minimum percentages for teaching, scholarship, student support and
471 service may be reduced within the departmental plans to account for an
472 administrative load.
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474 11) The department chair shall make available evaluation criteria to candidates
475 for positions within the respective department's faculty. Likewise, during the
476 first trimester of a faculty member's first year of employment, the department
477 chair will review in detail the department's faculty evaluation criteria.
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479 **2. Third and Fifth Year Reviews**

480 Full-time tenure track faculty will be advised in writing of their progress by the
481 college dean at the end of their 3rd and 5th years of service. In addition, all senior
482 faculty who will vote on tenure will participate in this review and offer improvement
483 recommendations to the faculty member. For further information regarding tenure
484 see Section IX. These reviews are primarily designed to provide information on the
485 faculty member's progress toward tenure.
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488 **3. Mentoring**

489 Each new faculty member will be encouraged to have a mentor, assigned from within
490 or outside the faculty member's department. Mentoring duties may include advice on
491 instruction, advisement, scholarship, student support, service, tenure and promotion,
492 and yearly evaluation, as well as other institutional procedures and processes. The
493 chair and other members of the department are encouraged to assist the new faculty
494 member and the mentor in these matters. If the faculty member does not feel that
495 he/she is receiving adequate or appropriate mentoring, he/she has the responsibility to
496 bring this to the attention of his/her department chair, dean, and/or Provost.
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499 **4. Training and Development Opportunities**

500 Faculty members are expected to grow in their profession during their careers at
501 Northwest. There are internal and external opportunities to assist in this process.
502 These include faculty development days, Northwest fellowships, Culture of Quality
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504 funds, opportunities with the Center of Information Technology in Education (CITE),
505 workshops, videoconferences, Faculty Welfare workshops and a mentor's guidance.
506 If the faculty member does not feel these resources are being made available to
507 him/her at a sufficient level, he/she has the responsibility to make this known to the
508 department chair, dean, and/or Provost.
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510 Departments, colleges, and the University support training and development
511 opportunities through financial support, reassigned time, and encouragement to
512 implement new ideas. Three specific opportunities for extended training and
513 development include sabbatical, educational and exchange leaves. Faculty are
514 encouraged to request support for these leaves. Chairs and deans should provide
515 leadership and guidance and promote applications by their faculty.
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517 **C. Faculty Development Leaves**

518 **1. Sabbaticals**

519 The University encourages faculty to develop themselves professionally through
520 sabbaticals, educational leaves, and exchange leaves. It will support as many leaves
521 that meet established criteria as funding allows. To be eligible for funding, leaves
522 must have the potential to contribute tangibly to a faculty member's professional
523 development and/or University goals. The number of leaves with salary granted
524 during any one year will be determined by the budget and actions of the Board of
525 Regents. Sabbatical leaves will be considered under the following guidelines:
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- 528 **a.** Tenured faculty who have served six years without a sabbatical become eligible
529 for sabbatical for their seventh year.
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- 531 **b.** Applications are submitted to the faculty member's department chair, dean, and
532 the Provost on or before November 20 of the academic year prior to the year for
533 which the leave is requested. Each application will be reviewed by the faculty
534 member's department chair, appropriate dean, and the Provost. A detailed
535 statement of the purpose of the leave and projected outcomes must be included
536 in the application. All applicants will be notified in writing of the final decision
537 regarding their applications by the Provost.
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- 539 **c.** Sabbatical leaves are not an entitlement; they are granted for purposes that
540 enhance attainment of the University's mission, and advance the individual
541 faculty member's professional growth. Following the sabbatical leave, the
542 faculty member will submit to the Provost and to the appropriate department
543 chair and college dean a report of professional activities while on leave. In
544 addition, the faculty member, upon the completion of the sabbatical, will be
545 responsible for presenting his or her findings to the University at large and to
546 other interested parties.
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- 548 **d.** Sabbatical leaves are not granted to pursue advanced degrees.
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- e. Salary for the period of the leave will be one-half academic year at full pay or one academic year at half pay. Faculty members on sabbatical leave will participate in the retirement program and will have their fringe benefits paid by the University at the same rate as if they were not on leave.
 - f. In computing years of service that apply toward eligibility for promotion and salary consideration, the time spent on sabbatical leave will be counted as full-time service.
 - g. Faculty members on leave will be evaluated in accord with their agreed upon assignment during the leave period.
 - h. Faculty granted a sabbatical leave with pay shall agree to serve at least two more consecutive academic years on the faculty of Northwest, and will be required to sign legal documents assuring fulfillment of this commitment.
 - i. The Board of Regents reserves the right in its sole discretion to refuse a request for leave.

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2. Educational Leaves

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Only full-time, ranked faculty are eligible for educational leave. Leaves for ranked faculty members to return to graduate school to work toward an advanced degree require a positive recommendation by the President and Board of Regents approval. The Board of Regents reserves the right to refuse to grant a leave request in any case. Educational leaves are subject to the following guidelines:

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- a. In recognition of at least three years of continuous service, members of the faculty may be granted educational leave not to exceed the equivalent of one academic year. Applications for extensions without pay may be considered.
 - b. Applications for educational leaves shall be submitted no later than November 20 of the year prior to the academic year for which the leave is requested. A detailed statement of the purpose of the leave which will include the name of the institution to be attended and a statement of anticipated progress toward degree/program completion to be made during the period of the leave must be attached to the application. All applicants will be notified in writing of the final decision.
 - c. The purpose of the leave must be for attendance at an accredited institution of higher learning or otherwise adding to one's professional competence or usefulness in a manner approved by the President or his/her designee. When a faculty member is granted a leave for the purpose of attending an institution of higher learning, the faculty member must enroll on a full-time basis.

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- d. Salary for the period of the leave will be half of the stipulated salary or \$12,000 whichever is less. Faculty members on educational leave will participate in the retirement program and will have their fringe benefits paid by the University at the same rate as if the faculty member were not on leave.
 - e. In computing years of service that will apply toward eligibility for promotion, tenure and salary considerations, time spent on educational leave will be counted if approved by the Provost. Maximum credit to be received will be one year.
 - f. Faculty members on leave will be evaluated in accord with their agreed upon assignment during the leave period.
 - g. The person granted an educational leave with pay shall agree to serve at least two consecutive years after the leave concludes on the faculty of Northwest and will be required to sign legal documents assuring this commitment.

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3. **Exchange Leaves**

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- a. Full-time faculty members may apply for leave for the purpose of exchanging positions with a faculty member at another institution.
 - b. Any exchange leave, when agreed to by the institution and the individual involved, is to be granted for purposes that will enhance the University and the development of the faculty member.
 - c. The Provost may, upon recommendation from the respective college dean, commit the University to assist the faculty member with travel expenses incurred because of the exchange. This policy does not cover moving expenses.
 - d. In computing years of service that will apply toward eligibility for promotion, tenure and salary considerations, time spent on exchange leave will be counted if recommended by the Provost and President and approved by the Board of Regents. Maximum credit to be received will be one year.
 - e. Faculty members on leave will be evaluated in accord with their agreed assignment during the leave period.

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IX. **Promotion and Tenure: Introduction**

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Northwest's promotion and tenure reviews are two separate, though similar, processes. Application for promotion proceeds from the department to the college deans, the Faculty Advisory Committee on Rank, and the Provost, while tenure proceeds from the department through the chair, dean, and Provost. Both processes terminate in the approval or disapproval by the President and Board of Regents.