PORTFOLIO HANDBOOK

FOR

REAPPOINTMENT

TENURE

PROMOTION

Massachusetts College of Liberal Arts
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A Message to MCLA Faculty

This is the first edition of the Portfolio Handbook. A concerted effort was made to develop a comprehensive guide but some sections may need to be improved in future editions. We hope you will find this handbook helpful.

The COP handbook is both a guide and a summary of the applicable provisions found in the collective bargaining agreement. The agreement is posted on the MSCA website at www.mscaunion.org. This document was prepared by Michele Ethier, with Dana Rapp and Deb Foss providing editorial assistance. While we believe that the statements contained in this handbook are accurate, we welcome questions, comments, and clarification for future editions.

Relevant documents can be found in the appendices of this handbook.

Reappointments, tenure and promotion are earned. It is the responsibility of the candidate to demonstrate that s/he has fulfilled the criteria that pertain to the personnel action for which s/he is a candidate.

The following handbooks may be useful to candidates seeking reappointment, tenure or promotion:

- The Peer Evaluation Committee Handbook
- The Committee on Tenure Handbook
- The Committee on Promotion Handbook

All sections and page references contained in this handbook refer to the 2009-2012 Agreement.
**Portfolio Security**

Portfolios are secured in or near the Vice President of Academic Affairs (VPAA) Office in Eldridge Hall. Documents within the portfolio may not be removed or photocopied. Portfolio materials are confidential documents.
Evidence/Criteria

A candidate’s portfolio should show evidence of the following:

- Teaching effectiveness (for faculty).
- Academic advising (for faculty). If a faculty member has more than 30 advisees, she/he can elect to have those considered under category II of Continuing Scholarship (p. 99).
- Effectiveness in performing assigned responsibilities (for librarians).
- Effectiveness in rendering assistance to students, faculty, and the academic community (for librarians).
- Continuing scholarship.
- Professional activities.
- Alternative assignments (if any).

The evaluation is conducted according to the criteria selected by the candidate on Appendix A-1 or A-2. These are as follows:

Continuing Scholarship
Candidates are required to select one criterion for continuing scholarship but may choose to select more.

- Contribution to the content of the discipline (for faculty); contribution to the content and pedagogy of the discipline through the development of library programs or library services (for librarians).
- Participation in or contribution to professional organizations and societies.
- Research as demonstrated by published or unpublished work.
- Artistic or other creative activities.
- Work toward the terminal degree or relevant post graduate study.
- Other, as explained by the candidate.
**Professional Activities**
Candidates are required to select one criterion for professional activities but may choose to select more.

- Public Service.
- Contributions to the professional growth and development of the College Community. (May include academic advising of students in excess of 30 as assigned at the beginning of the semester).
- Other, as explained by the candidate.

**Alternative Assignments**
This is only considered if the candidate has an alternative assignment and, if so, the individual must be evaluated in the role of:

- Chair.
- Alternative Professional Responsibilities.
- Professional development program.
- Other, as explained by the candidate.

**Evaluation Standards**

The basis of the evaluation is “professional quality demonstrated with reference to each of the applicable criteria.”

For promotion, the current Agreement states, “it being the understanding of the parties that for promotion to each higher rank a higher order of quality may be properly demanded” (Article VIII, A4, 91).

When recommending in favor of reappointment, promotion, or tenure, evaluators have an obligation to provide clear and convincing arguments in favor of the action. When recommending against reappointment, promotion or tenure, evaluators have an obligation to provide full and complete reasons for its recommendation (119).

Completed evaluations are transmitted to

- The Department Chair for reappointment and promotion
- The Committee on Tenure through the VPAA for tenure
# PORTFOLIO DOCUMENTS

<table>
<thead>
<tr>
<th>Teaching Effectiveness</th>
<th><strong>Mandatory</strong></th>
<th><strong>Optional</strong></th>
<th><strong>Omit</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Teaching Effectiveness</strong></td>
<td>Professional Activities “Checklist” Appendix A-1 or A-2, most recent resume and Appendix B-1.</td>
<td>Sample of course materials you developed: exams, paper topics, assignments, outlines, powerpoint presentations, bibliography</td>
<td>Multiple syllabi for a single course unless substantial changes were made.</td>
</tr>
</tbody>
</table>
| | **Single syllabus/outline for each course taught during review period.**  
  e.g. If you taught multiple sections of a course or the same course multiple semesters, submit a single syllabus. | own formative or summative date (follow data collection guidelines)  
 Signed letters from students to document teaching effectiveness. | Anonymous, unsigned letters from students |
| | **Student Evaluations** (SIR-II results for each course)  
  A. 1 section of each type of course for tenured faculty  
  B. All sections for each type of course for non-tenured faculty |  
 | | **Classroom Visits:**  
 Appendix: D-1(a)  
 Dept. Chair:  
 A. 1 section of each course in Fall & Spring for 1st year faculty.  
 B. For all other personnel actions (1 section of each type of course taught per semester (limit of 2 per semester.)  
 PEC Appendix D-2(b)  
 A. one course per year, not necessarily the same course  
 B. 2nd & 4th yr., for reappointment  
 C. Promotion |  
 | **TEACHING (OTHER)** |  
 | |  
 | **Advising** | Narrative description of teaching philosophy & pedagogical methods, documentation of activities to improve teaching, address criticisms. |  
 | | Narrative description and data about advising load | Schedule from office door, weekly office hours, or schedules for advising appointments |  

<table>
<thead>
<tr>
<th>Mandatory</th>
<th>Optional</th>
<th>Omit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuing Scholarship</strong> <strong>Category I on Appendix A-1 (must check 1)</strong> and provide appropriate documentation</td>
<td>May check more than one but will be evaluated on all that are checked</td>
<td>Routine correspondence about activity</td>
</tr>
<tr>
<td><strong>Options:</strong> Unpublished papers, publications, presentations, artistic creations, nontraditional/unconventional “products”</td>
<td></td>
<td>Drafts of work already completed</td>
</tr>
<tr>
<td><strong>For work in progress:</strong> recent draft or proposal, current status of the project and timeline for completion.</td>
<td></td>
<td>Conference registration info</td>
</tr>
<tr>
<td><strong>For conference attended:</strong> documentation of sessions attended, continuing ed. credits, certificate of attendance, single registration document for conference.</td>
<td></td>
<td>Resumes or publications by collaborators</td>
</tr>
<tr>
<td><strong>For faculty working on terminal degree:</strong> include most recent transcript, description of completed courses, remaining coursework, timeline for completion of dissertation/thesis &amp; projected graduation date.</td>
<td></td>
<td>Inclusion of entire conference booklet (copy only the cover &amp; page that includes your name (highlighted))</td>
</tr>
<tr>
<td><strong>Category II on Appendix A-1 (must check 1)</strong> <strong>For committee/organizational assignments:</strong> letter of appreciation from committee chair or org. president. If you produced significant document include. If you are an editor or on an editorial board, include recent issue of publication, awards from the college, awards from outside organizations, letters from community members documenting your activities, curriculum or program contributions, 30+ advisees</td>
<td>May check more than one but will be evaluated on all that are checked</td>
<td>Copies of committee minutes/schedules</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multiple copies of publications for which you served as editor or on an editorial board (cite in narrative)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Work you judged as part of a contest or selected as part of a committee</td>
</tr>
<tr>
<td>Alternative Assignment: (if applicable)</td>
<td>Mandatory</td>
<td>Optional</td>
</tr>
<tr>
<td>----------------------------------------</td>
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</tr>
<tr>
<td>Category III of Appendix A-1</td>
<td></td>
<td></td>
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<tr>
<td>Formal evaluation(s) of assignment</td>
<td></td>
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<tr>
<td>Other</td>
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- List of assignments and or duties, semester and credit hours that apply, report or work product, Discussion in narrative
- Any written self evaluation submitted by the faculty member
- Inclusion of routine correspondence, minutes of meetings, vouchers, travel arrangements about assignment
- Confidential/sensitive material
- Personal information
Organization Guidelines

In fairness to evaluators, it is important to spend some time organizing your portfolio so that it is easy to read and locate documents. Consider using a table of contents, tabs or dividers and numbering pages. Be sure to include all mandatory materials and be selective about optional materials. The quality of your work, and not the quantity of documents, is what counts in the evaluation process. If you include a narrative (and it is highly recommended that you do), then have one narrative for all evaluative criteria at the beginning of the portfolio or a separate narrative for each criterion before the specific section. Your narrative could be broken into subsections following the criteria found on Appendix A-1 for faculty and A-2 for librarians. Your portfolio could also be broken into subdivisions using tabs or dividers and following the mandatory evaluation criteria found on Appendix A-1/A-2, (see Article VIII of the Agreement). In other words, include a discussion in your narrative and a subsection within your portfolio on: teaching effectiveness, academic advising, continuing scholarship, professional activities, and alternative assignments (if applicable). For additional suggestions on portfolio organization, see “A Guide to the Selection and Organization of Evaluation Materials” by Patricia Markunas in the MSCA Perspective, Summer 2010.

It is recommended that all candidates for reappointment, tenure, and promotion attend a portfolio workshop sponsored by the Faculty Association and the VPAA. This workshop is offered annually.

Why does the MCLA Faculty Association recommend that you include a narrative in your portfolio?

The narrative is an optional document. The Agreement does not require it. The MCLA Faculty Association recommends that you include a narrative for a number of reasons. First, the narrative helps to focus evaluators on your unique and significant contributions, as well as provide you with an opportunity to highlight the substantial evidence provided in your portfolio. The documents help verify and demonstrate that you’ve fulfilled the criteria that pertain to the personnel action for which you are a candidate, and the narrative helps you explain your professional self to evaluators who may be unfamiliar with your work. The narrative allows you to frame the portfolio in light of your individual strengths and allows you to address any weaknesses in terms of how you will make changes to improve them. It states clearly why you have earned reappointment, tenure or promotion.
Considerations of Fairness

Both candidates and evaluators have a responsibility to be fair to each other. It is important that both share an understanding of the Agreement, the criteria of evaluation, and the evaluation process. A culture of shared expectations at MCLA will enhance the probability that personnel actions will be productive, respectful, and collegial.

A. Scholarship

Evaluation by the PEC, COT, or COP requires the exercise of academic judgment. Scholarship or pedagogy can vary across departments or even within a single department, so effort is needed to understand disciplines that are different from one’s own. On page 89 the Agreement states that

“In evaluating each member of the faculty, it shall be the responsibility of those charged with doing so to assess the quality, significance and relevance of that faculty member’s continuing scholarship.”

Please note that quantity is not an evaluative measure. What constitutes scholarship is open to interpretation and may involve both traditional, nontraditional and unconventional “products.”

B. Contractual Criteria Only

Be objective and open-minded. Although it may seem obvious, remember to address only the contractual criteria and not extraneous matters such as personal interactions or department issues. Use only documentation provided in the portfolio. Evidence obtained or provided from other sources cannot be used in the evaluation. Evaluations should not include incidental observations (see page 93 of the Agreement).

C. Organization

A candidate’s file should be clearly organized and include one or more of the following: a table of contents, tabs, sections, dividers, numbered pages. The Agreement does not address how to organize a portfolio. There is no one right way.

D. Missing Documents

A candidate should provide a full and complete portfolio. It is understood that evaluators may request missing documents (via appropriate channels or personnel) in order to make a clear and convincing, or full and complete, recommendation. Evaluators may not arbitrarily decide to request one or two missing documents from one candidate but not from another candidate. There is no limit on the number of appropriate documents that can be requested.

E. Categories

It shall be the responsibility of any member of the bargaining unit who is a candidate for reappointment, tenure, or promotion to verify and demonstrate that he/she has fulfilled the criteria that pertain to the personnel action for which she/he is a candidate. In
applying these criteria, it should be understood that Massachusetts State Universities are primarily teaching institutions.

F. Definitions and Standards

In Article VIII, A4, p. 91 of the Agreement, it states, “it being the understanding of the parties that for promotion to each higher rank, a higher order of quality may properly be demanded.”

What is the higher standard? What is the standard? What is the lower standard? These are questions that the contract does not answer.

G. Professional Quality (Article VIII, A4, 91): Professional quality is not defined in the contract.

H. Meritorious Performance (Article VIII, Article xx): is not defined in the contract.

Additional Considerations:

1. The narrative is an optional document (but highly recommended).
2. Candidates cannot be compared.
3. Quotas are not allowed. Quotas by rank are not allowed.
4. No Faculty member should serve on an evaluation committee or participate in the conduct of an evaluation if to do so would constitute a conflict of interest or the appearance of a conflict of interest (see page 88 of the Agreement).
5. All evaluators are bound to keep confidential all aspects of an evaluation (see page 88 of the Agreement).
6. The absence of student evaluations from the record of the following semesters shall not be considered either positively or negatively when evaluating a faculty member’s teaching effectiveness (see page 95-96, 101 of the Agreement.) Fall 1999, Spring 2000, Fall 2000, Fall 2003, Spring 2004, Fall 2004, Spring 2005, Fall 2005.
7. For Positive Recommendation – Clear and convincing reasons (Article VIII, I2).
8. For Negative Recommendation – Full and complete reasons (Article VIII, I3).
**Timelines for 2010-2011**

If a deadline falls on a Saturday, Sunday, or holiday, the action is due on the next business day. Actions should be taken no later than the dates indicated.

<table>
<thead>
<tr>
<th>Action</th>
<th>First</th>
<th>Second</th>
<th>Third</th>
<th>Fourth</th>
<th>Fifth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials submitted</td>
<td>N/A</td>
<td>9/15/10</td>
<td>9/15/10</td>
<td>9/15/10</td>
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<tr>
<td>PEC members selected</td>
<td>N/A</td>
<td>9/30/10</td>
<td>N/A</td>
<td>9/30/10</td>
<td>N/A</td>
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<tr>
<td>Classroom Observations by Chair/Library Director</td>
<td>12/15/10</td>
<td>Previous Semester or by 12/4/10</td>
<td>Previous Semester or by 12/4/10</td>
<td>Previous Semester or by 12/4/10</td>
<td>Previous Semester or by 12/4/10</td>
</tr>
<tr>
<td>PEC conducts classroom visits</td>
<td>N/A</td>
<td>10/01/10</td>
<td>N/A</td>
<td>10/15/10</td>
<td>N/A</td>
</tr>
<tr>
<td>PEC submits evaluation to candidate (5)</td>
<td>N/A</td>
<td>10/08/10</td>
<td>N/A</td>
<td>10/29/10</td>
<td>N/A</td>
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<tr>
<td>PEC submits evaluation to Chair/Library Director (5)</td>
<td>N/A</td>
<td>10/22/10</td>
<td>N/A</td>
<td>11/12/10</td>
<td>N/A</td>
</tr>
<tr>
<td>Evaluation by Chair/Library Director (5)</td>
<td>N/A</td>
<td>10/29/10</td>
<td>11/23/10</td>
<td>11/23/10</td>
<td>11/23/10</td>
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<tr>
<td>Submission sent to VPAA (6)</td>
<td>N/A</td>
<td>11/12/10</td>
<td>12/06/10</td>
<td>12/06/10</td>
<td>12/06/10</td>
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<tr>
<td>Submission sent to President</td>
<td>2/16/11</td>
<td>12/06/10</td>
<td>01/18/11</td>
<td>01/18/11</td>
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<td>Non-renewal Notification</td>
<td>03/15/11</td>
<td>01/15/11</td>
<td>9/1 of final year</td>
<td>9/1 of final year</td>
<td>9/1 of final year</td>
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</table>

*N/A = Not Applicable*
### Timelines for 2010-2011

If a deadline falls on a Saturday, Sunday, or holiday, the action is due on the next business day. Actions should be taken no later than the dates indicated.

<table>
<thead>
<tr>
<th>TENURE</th>
<th>PROMOTION</th>
<th>CHAIR EVALUATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials Submitted 9/15/10</td>
<td>Materials Submitted 9/15/10</td>
<td>Selection of PEC (8) 9/30/10</td>
</tr>
<tr>
<td>Chair Conducts Classroom Visit Previous semester or by 10/01/10</td>
<td>PEC Members Selected 9/30/10</td>
<td>Solicits Comments from department 11/12/10</td>
</tr>
<tr>
<td>Evaluation by Chair/Library Director 10/01/10 (5)</td>
<td>Classroom Visit by Chair/Library Directory</td>
<td>Previous Semester or by 10/01/10</td>
</tr>
<tr>
<td>Chair/Library Director transmits to next step 10/15/10</td>
<td>PEC conducts classroom visits 10/22/10</td>
<td>PEC submits to VP 12/14/10</td>
</tr>
<tr>
<td>PEC conducts classroom visit 10/29/10 (7)</td>
<td>PEC submits evaluation to candidate 10/29/10 (5)</td>
<td></td>
</tr>
<tr>
<td>PEC evaluation conducted 11/05/10 (7)</td>
<td>PEC submits to Chair/Library Director 11/12/10</td>
<td></td>
</tr>
<tr>
<td>PEC submits to COT via VPAA 11/15/10 (7)</td>
<td>Evaluation by Chair/Library Director 11/29/10 (5)</td>
<td></td>
</tr>
<tr>
<td>Recommendation by COT to candidate 01/28/11 (6)</td>
<td>COP submits to VP 02/11/11</td>
<td></td>
</tr>
<tr>
<td>COT Submits to VP 02/07/11</td>
<td>Chair Submits to COP via VP 12/10/10</td>
<td></td>
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<tr>
<td>Recommendation of VP to candidate 02/21/11 (6)</td>
<td>Recommendation By VP 02/25/11 (6)</td>
<td></td>
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<tr>
<td>VP recommends to President 03/01/11</td>
<td>Recommendation of VP to candidate 03/15/11 (7)</td>
<td></td>
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<td>Pres. Rec. to Trust. 03/15/11</td>
<td>VPAA sub. To Pres. 03/07/11</td>
<td></td>
</tr>
<tr>
<td>Pres. Recommends 03/21/11</td>
<td></td>
<td></td>
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</tbody>
</table>
Notes

1. Peer Evaluation Committees must be formed no later than 09/30/10. Candidates select the third member of the committee. Given the early deadlines for classroom observations for reappointments, it is recommended that PEC’s be formed as early as possible.

2. For Librarians, the Library Director conducts direct observation.

3. The Committee on Promotions must be formed no later than 09/30/10.

4. The Committee on Tenure must be formed no later than 10/31/10.

5. Candidate has 10 calendar days from receipt to respond.

6. Candidate has 7 calendar days from receipt to respond.

7. After receipt of the chair’s evaluation candidates for Tenure may request evaluation by a PEC. This is optional.

8. Chairs are evaluated by Departmental PEC’s during the 2nd and 3rd years of first term and during the 3rd year of any subsequent consecutive terms.
Candidate’s Right to Respond

The faculty member has the right to respond to any written evaluation conducted by any evalutive body.

- The PEC’s evaluation: 10 calendar days to respond
- Chair’s evaluation: 10 calendar days to respond
- Vice President’s evaluation: 7 calendar days to respond

For promotion and tenure, COP and COT evaluations are transmitted to the faculty member through the Vice President: 7 calendar days to respond.

“Days” begin with the date the candidate receives the evaluation (the candidate signs it, indicating it has been received and read.)

The Faculty Association recommends that the candidate respond to a negative evaluation.
PEC CHECKLIST

Checklist for Reappointment, Tenure, (optional) and Promotion

- Department elects two tenured members to the PEC by September 30. (only tenured and tenure-track faculty can vote)

- Candidate selects third member (must be tenured).

- PEC meets to elect the PEC chair.

- Candidate submits materials to Department Chair/Director of Library Services including Appendix A-1 or A-2, B-2 (the Comprehensive Resume), and supporting materials.

- PEC obtains candidate’s materials from Chair/Director of Library Services.

- For faculty, each PEC member visits one class for the purposes of evaluating teaching effectiveness, and completes Appendix D-1 (a), the Classroom Visitation Form.

- PEC invites candidate to meet with them prior to writing the report.

- PEC writes and signs the report using Appendix D-2(b) for faculty, or Appendix E-1 (b) for librarians.

- PEC shares report with candidate, who has 10 days to respond (reappointment or promotion), or 7 days to respond (tenure).

After 7 or 10 days, the PEC submits its reappointment or promotion evaluation to the Department Chair, or its tenure evaluation (if applicable) to the Committee on Tenure through the VPAA, along with documentation and the candidate’s response, if any.
The Importance of Tenure

“The granting of tenure is the single most important type of decision made in an educational institution. Barring unforeseen circumstances, tenure obligates the institution to employ the recipient of tenure for the balance of his/her professional life. It not only makes a major financial commitment to the individual until retirement but even beyond. Tenure has its place in the academic community as the principal means through which academic freedom is preserved.

It must be accomplished with the utmost care, concern and searching evaluation by the faculty and the administration of the institution.

The serious decision of granting tenure demands that the President, before making recommendations to the Board, have substantial evidence, determined through professional evaluation, that the candidate will be a constructive and significant contributor to the continuous development of high quality education in the institution. It is the responsibility of the candidate for tenure to produce such substantial evidence based on his/her prior academic and professional work.” (see Article IX, p. 139)

Review Period
The entire period of the faculty member’s service at the college while on tenure track.

Eligibility for Tenure
- Must be Assistant Professor or higher rank to be considered for tenure
- Must be Assistant Librarian or higher rank to be considered for tenure
- No person holding a part-time appointment can be considered for tenure
- Any faculty whose tenure track appointment began before December 31, 2005 and who has 4 years of consecutive service at the college, and is reappointed for a 5th year, can be evaluated for tenure during their 5th year. This does not apply if not reappointed to a 5th year.
- Any faculty member whose tenure track appointment had effect on or after January 1, 2006 and who has 5 years of consecutive service at the college, and is reappointed for a 6th year, can be evaluated for tenure during their 6th year. This does not apply if candidate was not reappointed to a 6th year.
- Any candidate who was initially appointed at the rank of Associate Professor or Professor and reappointed for a third consecutive year, can be evaluated for tenure during their third year. This does not apply if candidate was not reappointed to a third year.
- No member of the faculty can be a candidate for tenure more than once.
Candidates can be evaluated for tenure prior to their 5th or 6th consecutive years of service. (see pages 139-142 of the Agreement)

**Eligibility for Promotion and Review Period**

**Faculty**

a. If there has been no prior promotion, the review period includes the time since the faculty member’s initial appointment to a tenure track position.

b. If there has been a prior promotion, the review period includes the entire time since the last promotion, including the year prior to when the promotion became effective.

- Faculty members who, when hired, possess a terminal degree effective on or before the date of appointment, must be appointed above the rank of Instructor.
- **Associate Professor** – 3 years of full time employment at the rank of Assistant Professor at an accredited four year college or university and meritorious performance as demonstrated by the candidate’s evaluations (see Article VIII of the Agreement).
- **Professor** – 8 years of full time experience in teaching (5 of which must have been at an accredited two year or four year college or university), at least 4 years of full time employment at the rank of Associate Professor at an accredited four year college or university, and meritorious performance as demonstrated by the candidate’s evaluations (see Article VIII of the Agreement).
- **Promotion of Certain Instructors** – Faculty who hold an appointment at the rank of Instructor and who earn a terminal degree notify the College and are automatically promoted to Assistant Professor without required evaluation, effective September 1 after notification.

**Librarians**

- Librarians may initially be appointed at any rank except Library Assistant.
- All Librarians must meet the following:
  - Fulfillment of the minimum requirements set forth by rank.
  - Meritorious performance as demonstrated by the candidates evaluations (see Article VIII of the Agreement).

  **Assistant Librarian** – M.L.S. or M.L.S.I.S., 3 years of full time experience in an academic or research library.

  **Associate Librarian** – M.L.S. or M.L.S.I.S., 7 years experience as a librarian, 3 years at an academic or research library, for promotion 3 years at the rank of Assistant Librarian
Librarian – M.L.S. or M.L.S.I.S. and a second subject Master’s Degree.

Senior Librarian – D.L.S. or D.L.S.I.S. or appropriate doctorate and the M.L.S. or M.L.S.I.S., or M.L.S. or M.L.S.I.S. and a second subject Master’s degree, 12 years of full-time experience as a librarian (at least 6 at an academic or research library), 5 years at the rank of Librarian.

M.L.S. = Master of Library Science
M.L.S.I.S. = Master of Library Science and Information Science
D.L.S. = Doctorate of Library Science
D.L.S.I.S. = Doctorate of Library Science and Information Science

In all cases degrees must be granted from institutions accredited by the American Library Association.

**Exceptional Clause:**

**Faculty**

If the candidate does not meet the stated criteria for promotion (degree, experience, years in rank), the Board of Trustees (BOT) or the President may promote an individual of “exceptional talent or accomplishment” who demonstrates:

a. Evidence to render a unique academic contribution to the College.
b. Evidence of extraordinary competence in the area of his/her discipline or specialty or
c. Evidence that the discipline or specialty does not customarily demand fulfillment of those academic degree requirements set forth by the Board as minimum criteria for appointment or promotion to each rank. (see page 241 of the Agreement).

**Librarians**

“For sound academic reasons” exceptions to the requirements for promotions may be made “in certain specialized areas and under rare and extraordinary circumstances by the Board of Trustees” (see page 247 of the Agreement).
This document was prepared by Michele Ethier.

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