

Department of Occupational Therapy
Guidelines for Evaluation, Promotion and Tenure

Approved February 27, 2006
by SMHS CPT

Department of Occupational Therapy

Guidelines for Evaluation, Promotion and Tenure

I. Preamble

The Department of Occupational Therapy has developed its own procedures for the evaluation of faculty for promotion, non-tenure, tenure and post-tenure performance, as well as criteria/expectations of achievement for promotion from rank to rank, for the awarding of tenure, and for post-tenure performance. While the Department's *Guidelines for Evaluation, Promotion and Tenure* are to be considered the primary guidelines, they are in concordance with the guidelines found in the *University of North Dakota Faculty Handbook* and to the School of Medicine and Health Sciences (SMHS) *Guidelines on Promotion and Tenure*. Therefore, each departmental faculty member has specific responsibility for becoming familiar with each of these documents in order to fully understand principles, responsibilities, process and expectations associated with evaluation, promotion and the award of tenure.

II. General Principles and Responsibilities

- A. Each faculty member will be active and productive in the areas of teaching, scholarly and creative activity, and professional and community service, in accordance with their agreed upon *Percentage of Effort Form*.
- B. Departmental standards have been established in Section V of the SMHS *Guidelines on Promotion and Tenure*. While all faculty members will be evaluated according to criteria established in the general areas of teaching, scholarly and creative activity, and service, it is recognized that some individuals may make greater contributions in certain areas in comparison to their colleagues and, consequently, may not share equal responsibility in all areas. Variability in talents and therefore, expectations for productivity should be considered by both the faculty member and chairperson in negotiating a faculty member's professional responsibilities. This should be reflected in the *Percentage of Effort Form* completed and submitted annually for each individual faculty member and in the Tenure Plan for tenure-track faculty members.

III. Criteria for Appointment/Promotion in Academic Title Series (Educator Scholar)

Candidates for appointment/promotion in the Department of Occupational Therapy must meet the general criteria for rank as described in the SMHS *Guidelines for Promotion and Tenure* II.B.

A. Characteristics of Academic Rank

Listed below are characteristics of rank in the Academic Title Series used for appointment or promotion of full-time faculty members. These are intended to be the usual criteria and are not intended to exclude qualified candidates who possess equivalent training.

1. Instructor

Preferred master's degree but must have a bachelor's degree and be enrolled in a master's degree program

Promise as a teacher

Engaged in professional development

2. Assistant Professor

Earned master's degree and be enrolled in a doctoral program or other degree considered a terminal degree by the discipline

Potential for effectiveness in teaching

Potential for effectiveness in scholarly and creative activity

Potential for effectiveness in professional and community service

3. Associate Professor

Earned doctorate

Consistent and marked effectiveness in teaching

Scholarly and creative activity appropriate for time in rank

Local or regional recognition for scholarly activity

Consistent and substantial contributions and service to his/her department, school, and university

Demonstrated professional and community service

4. Professor

Earned doctorate

Recognition for continued excellence in teaching

National or international recognition for continued scholarly activity of high quality and appropriate quantity

Demonstrated leadership and service contribution to the department, school and his/her profession

Recognition for professional and community service

IV. Criteria for Evaluation

All faculty members in the Department of Occupational Therapy, including the departmental chairperson, will be evaluated periodically on the schedule indicated in the *SMHS Guidelines on Promotion and Tenure*. Each faculty member will be evaluated in the general areas of teaching, scholarly and creative activity, and service based on their *Percentage of Effort Form*, and in addition, will be expected to demonstrate contribution to the achievement of the departmental strategic plan. Evaluations for the purpose of recommendation for promotion and/or the award of tenure will be conducted in a manner similar to periodic evaluations.

A. Teaching

1. Because Occupational Therapy is a teaching intensive department, quality of teaching is an essential criterion to be considered in promotion and tenure decisions. Documentation of teaching efforts should be thorough, and provide evidence of sustained quality, quantity, creativity and diversity of direct instruction and/or mentoring throughout the educational program.
2. Teaching need not be limited to formal classroom activity, but documentation should indicate that the teaching effort produced a definite or desired result. The following are examples of acceptable forms of teaching.
 - a. Teaching by multiple methods (lecture, seminar, laboratory, facilitation, tutoring, workshop).
 - b. Preparation and teaching of multiple courses each semester.
 - c. Preparation and teaching distance education courses.
 - d. Mentoring of graduate students, undergraduate students, advisees, and/or teaching assistants.

- e. Directing graduate student research and/or scholarly activity on campus and with distance education students.
 - f. Conducting faculty development presentations, workshops regarding education.
 - g. Curriculum development (course/curriculum design, student learning assessment strategies).
 - h. Involvement in teaching or collaborative activities in other departments or programs within or outside of the university.
3. Materials/methods used to evaluate teaching effectiveness may include, but are not limited to, the following:
- a. Student provided data
 - student evaluation forms (e.g., Departmental, School or University)
 - student comments or letters
 - student surveys
 - b. Documented data from peers
 - documented formal observation of classroom teaching
 - review of teaching materials/portfolios
 - review of teaching-related work (graduate committee, curriculum planning, etc)
 - c. Instructor-provided materials/portfolios
 - materials relevant to preparation, instruction, or evaluation of the faculty's class
 - substantial course changes, video productions, computer software usage
 - innovative teaching techniques
 - student work samples, performances or test results
 - evidence of involvement in continuing education activities
 - teaching awards and honors
 - d. Documentation of teaching responsibilities
 - weekly contact hours

- levels of participation (primary or assistant)
- new course development
- mentoring of satellite site faculty

B. Scholarly and Creative Activity

1. Scholarly activity within the profession of occupational therapy involves the processes of discovery, integration, application, and teaching. Scholarly activity further includes attributes of: distribution within professional and public realms, endeavors upon which others can build, and inquiry and investigation. (The Commission on Education, AOTA, 2003).
2. For the purposes of promotion and tenure evaluation, scholarly and creative activity will encompass various forms of discovery, integration, application, and teaching designed to contribute to the knowledge base of the profession of occupational therapy. The following highlights some of the activities that may be considered in the evaluation of scholarly and creative activity.
 - a. Each faculty member will be expected to pursue productive and creative activity that is independent or collaborative in nature.
 - b. Scholarly and creative activity should be evidenced by publication, presentations, and products in recognized forms.
 - c. Each faculty member will be encouraged to pursue the funds necessary to supplement or sustain their long-term scholarly and creative activities, understanding that intramural funds (defined as monies available to UND investigators derived from funds exclusively owned, administered, and distributed by the University of North Dakota) are acceptable for many departmental scholarly and creative activities.
 - d. It is expected that faculty members will be active in and support national and state professional/academic organizations. This ordinarily will involve travel to state, regional, national, or international meetings in a leadership role and/or for presentation

of scholarly/creative activity.

3. Scholarly and creative activity may include, but are not limited to, the following.
 - a. Publication in peer-reviewed (or non-peer-reviewed) journals.
 - b. Publication in books, professional/academic reports or manuals.
 - c. Peer-reviewed or invited professional presentations, including poster or panel sessions.
 - d. Development of assistive technology, professional tests or measurements, or clinical practice materials.
 - e. Development of educational/academic materials for instruction, learning, or course/curricular design.
 - f. Application and funded internal or external grants.
 - g. Peer reviewer for editorial boards, grants, or accrediting agencies.
 - h. Performance of doctoral degree requirements leading to scholarly products or teaching enhancements.

C. Service

1. Evaluation for the purpose of promotion and tenure includes service activities related to professional, faculty and administrative services. This involves the application of a faculty member's academic and professional skills and knowledge to the completion of tasks which benefit or support individuals and/or groups in the institution, the University System, professional associations, or external communities at the local, state, regional, national, or international levels. The focus is oriented toward the service of others.
2. The following highlights some of the activities that may be considered in the evaluation of services:
 - a. Professional service is described as utilization of professional skills to provide a special service. Services may be conducted within the Occupational Therapy department or university system or may also include regional, national, or international arenas. Services may include, but are not limited to, the following:

- Clinical practice
- Presentation of continuing education
- Membership of professional service organization
- Service in state and national professional organization
- Community and/or public service
- Special department or program duties and responsibilities (other duties beyond teaching)
- Special projects
- Consultation service
- Program development

b. Faculty Service includes service to the department, school and university. These activities include ensuring students have appropriate advisement and the faculty member fosters the growth and development of others within the university and profession.

Services may include, but are not limited to, the following:

- Advisement of pre-professional students and occupational therapy students
- Advisement of non-occupational therapy students
- Assist students to identify and access institutional support services
- Participation in student recruitment activities
- Designing and facilitating student orientation activities
- Advisement of occupational therapy students' scholarly projects and independent studies.
- Participation on master's and doctoral committees outside of the department
- Mentoring students through the scholarly project process and teaching
- Mentoring of clinicians and faculty members to foster professional development

- Planning and providing faculty development workshops or programs.
 - Department, SMHS and/or university committees
 - State, regional, national committees
- c. Administrative Service includes service to the department, school and university. These are services assigned and willingly accepted when an administrative/leadership role is requested. Services may include, but are not limited to, the following:
- Coordinate programs for professional conferences, workshops
 - Coordinate and participate in accreditation and self study activities
 - Serving on accreditation teams
 - Department, SMHS, university marketing and promotion (web pages, brochures)
 - Grant writing
 - Develop capital expenditure plan
 - Approve expenditures within budget
 - Monitor revenues and expenditures
 - Plan, develop, organize, and administer additional programs (i.e., Graduate Program Director, Satellite Program Coordinator, Fieldwork Coordinator, T-MOT Program Coordinator)
 - Ensure institutional policies and procedures are followed and program is in compliance with ADA, professional practice/licensing laws
 - Ensure appropriate databases, records, and documents are maintained
 - Establish goals and objectives consistent with institutional mission and goals

- Direct and delegate activities of faculty and staff
- Ensure compliance with accrediting agencies
- Develop promotional and recruitment materials and/or activities
- Update and maintain student grievance policy and procedure
- Update and maintain student manual/handbook
- Initiate and maintain community partnerships/relationships that support the mission and objectives of the department.
 - Establishment of contracts
 - Negotiation and conflict resolution
 - Student/faculty counseling and advisement

V. Criteria for Promotion in Rank

Promotion in the “Educator Scholar” academic title series is regarded as recognition and reward for academic attainment in the areas of teaching, scholarly and creative activity, and service, with attention to each area based on the *Percentage of Effort Form*.

A. Promotion in the “Educator Scholar” Academic Title series.

1. Departmental procedures for the evaluation of faculty for promotion, tenure and post-tenure performance are in accord with the SMHS *Guidelines for Promotion and Tenure* (Approved FAC 4/7/03). These in turn are in accord with the *University of North Dakota Faculty Handbook* (1998). School-wide and University-wide interpretations are in force when specific policies are not stated in these Guidelines for Evaluation, Promotion and Tenure.
2. Faculty academic titles and rank will be mutually agreed upon between the departmental Chairperson and the individual faculty member at the time of appointment. In exceptional circumstances, faculty academic titles may be renegotiated at a later career stage. It is recognized that there is a wide

spectrum of activities within the “Educator Scholar” academic title series and each faculty member’s rank and that these activities will change with time. The contribution of individual faculty members to the mission of the Department and the school will be mutually agreed upon by the departmental Chairperson and individual faculty member and reflected in the *Percentage of Effort Form* submitted annually. The *Percentage of Effort Forms* will be taken into consideration in weighing the importance of each area to the overall evaluation.

3. Faculty members will be evaluated in a manner that is consistent with their faculty academic title in the areas of **teaching, scholarly/creative activity, and service** and according to the needs of the Department. Levels of achievement appropriate to specific rank within the Educator Scholar Academic Title Series are based on the SMHS *Guidelines on Promotion and Tenure*, Section VI.A.2. and are provided in Tables I, II, III. Individual performance will be judged in the context of resources and time made available to the faculty member to accomplish the goals as specified in his/her tenure plan and/or faculty development plan, and *Percentage of Effort Form*.
4. Promotion to Associate Professor and Professor will occur only if
 - 1) outstanding accomplishment is achieved in at least one of the areas,
 - 2) high accomplishment is achieved in a second area, and
 - 3) good accomplishment is achieved in the third area. A minimum of good accomplishment is expected in all three areas for an individual faculty member not seeking promotion or tenure. Faculty development plans will be tailored to address areas of individual faculty need for further development.
5. The Department recognizes examples of **hallmarks of outstanding, high, and good accomplishment** expected for tenure and promotion as outlined in Tables I, II, and III. The hallmarks are applicable to the “Educator Scholar” academic title series and each faculty member’s rank. The purpose of Tables I, II, and III is to provide examples of specific activities

that support the ratings. It is possible to receive an outstanding evaluation in an area without meeting all of the hallmarks identified in the table. Evidence must be presented to support a given evaluation decision.

Table I.

Examples of departmental hallmarks for promotion and tenure decisions: Teaching

Teaching Activities	Good	High	Outstanding
	Contributes to the departmental teaching mission	A significant contributor to the departmental teaching mission	A major contributor to the departmental teaching mission
	Contributes to course design and development to reflect current knowledge	Participates in course design and development, and curriculum design to reflect current knowledge	Provides leadership in curriculum design, development, and implementation to reflect current knowledge
	Course and teaching assessments indicate good quality	Course and teaching assessments indicate excellent quality	Course and teaching assessments indicate outstanding quality
	Participation in college and/or university education-related professional development activities	Participation and/or presentation in local and/or education-related professional development activities	Presentation in regional and national education-related professional development activities
	Advises individuals and groups as assigned	Consistently initiates and participates in advisement activities	Provides leadership in design, development, and implementation of student advisement strategies
	Guides students to completion meeting graduate school standards	Guides students to present work at university level	Guides students to presentation at state, regional, and/or national levels
	Mentors faculty members as assigned	Collaborates with mentee(s) to develop faculty skills	Makes a significant contribution to mentee(s)' faculty development

Table II.

**Examples of departmental hallmarks for promotion and tenure decisions:
Scholarly/Creative Activities**

Scholarly /Creative Activities	Good	High	Outstanding
	Mentoring of scholarly projects	Mentoring of scholarly projects with internal recognition (at college and university level)	Mentoring of scholarly projects with internal and/or external recognition (at state, regional or national level)
	Contributions to the development and implementation of scholarly tools within the department	Contributions to the development and implementation of scholarly tools at the college and university level	Contributions to the development and implementation of scholarly tools with dissemination of work at the state, regional or national level
Appropriate design and development of units or courses to reflect current knowledge	Appropriate implementation, evaluation, and updating of courses or curricula to reflect current knowledge	Appropriate implementation, evaluation, and updating of courses or curricula to reflect current knowledge and external dissemination of work	

	Good	High	Outstanding
	Attendance at professional development activities at the local level (professional/academic)	Regular attendance at professional development activities at the local and state level (professional/academic)	Regular attendance at professional development activities at the state, regional, or national level (professional/academic)
	Dissemination of original scholarly work at the departmental and college level (professional/academic)	Dissemination of original scholarly work at the university or state level (professional/academic)	Dissemination of original scholarly work at the regional, national, or international level (professional/academic)
		Publication of scholarly articles in university or state-level newsletters or non-refereed professional journals	Publication of scholarly articles in refereed journals at regional or national level
	Submission of college and/or university grant proposals for teaching and/or travel-related purposes	Submission of intramural funds/grants proposals to support the departmental mission	Submissions of external grant proposals to support the departmental mission
		Funded intramural funds/grants	Funded external grants
		Critique of scholarly work and grants at the internal level	Editorial contributions to professional publications at the national level or external grant reviewer

Table III.

Examples of departmental hallmarks for promotion and tenure decisions: Service

	Good	High	Outstanding
Service Activities	Service on departmental activities	Service to school and university committees, task forces, or councils	Service to regional, national, and international committees and groups
	Participation in recruitment activities	Development of recruitment materials	
	Advisor to student groups and organizations	Provision of consulting services for local agencies and facilities	Provision of consulting services to state/regional/national organizations
	Membership in professional organizations at the state and national level	Leadership positions in local professional organizations or boards	Leadership positions/offices at the state/regional/national level
		Local recognition/awards for outstanding service	Regional/national recognition/awards for outstanding services
	Contributes to the professional development of faculty members at the satellite campus in relation to course development	Contributes to the professional development of clinicians and faculty members	Significantly contributes to the professional development of clinicians and faculty members
	Maintains professional licensure		
			Service activities related to external grant funding
			Serves on governing boards for community agencies
			Invitation to serve on expert panels

VI. Awarding of Tenure and Expectations of Faculty Members Who Have Been Awarded Tenure

A. Tenure may be awarded to those individuals on a tenure track who have demonstrated ongoing productivity in the general areas of teaching, scholarly and creative activity, and service. Tenure is regarded as recognition for academic attainment in these three areas and as a commitment of the institution to individual faculty members who have distinguished themselves in terms of their capabilities. Faculty members who have been granted tenure, and having therefore, the right to continuous employment in the department, will be expected to continue to achieve at the level of productivity in teaching, scholarly and creative activity, and service defined for their academic rank.

B. Tenure Plan

1. Tenure-track faculty must be provided with a Tenure Plan from the departmental chairperson at the time of their initial employment.
2. The Tenure Plan is designed to provide a clear statement of the nature of the effort to be made in the areas of teaching, scholarly and creative activity, and service to encourage faculty development and to assure accountability. The Tenure Plan describes and explains the faculty member's goals in teaching, scholarly and creative activity, and service, and to explain how these goals support the needs of the department, the SMHS and the University.
3. The Tenure Plan will contain clear descriptions of the *Percentage of Effort* proportional to the effort given to teaching, scholarly and creative activity, and service in accordance with those reported on the institutional *Percentage of Effort Form*.
4. All tenure-track faculty Tenure Plans will be reviewed annually by the departmental Chairperson, with the final evaluation for awarding of tenure to be completed, in usual cases, in the sixth year of appointment. The chairperson and tenured departmental faculty members have a special obligation to assist junior faculty members in following a Tenure Plan that

will produce the scholarly and pedagogical growth and achievement needed to attain tenure.

5. Tenure Plans must be kept current. Any changes that impact a faculty member's ability to follow a previously established Tenure Plan, e.g., personal issues, receiving a large grant, increased teaching load, additional administrative responsibility, changes in criteria for evaluation, should be incorporated into a revision of the Tenure Plan as soon as possible.
 6. Tenure Plans take into account the unique mission of the Department of Occupational Therapy and encourage emphases on teaching/instructional activity, together with strong commitments to scholarly activity and professional service.
- C. Evaluations of each tenured faculty member will be conducted by the Department every three years for the purpose of commendation or encouragement of faculty performance and will be included in the faculty member's files.
 - D. In the event that the criteria undergo change when the promotion or tenure review process has begun, the faculty member will be evaluated on the criteria in existence when the process began.

VII. General Departmental Responsibilities for the Evaluation of Faculty Members

- A. Evaluation of all faculty members will be initiated by the departmental chairperson on the schedule indicated in the SMHS *Guidelines on Promotion and Tenure*, Section V.A. The department chairperson will submit supporting documentation to the departmental CPT.
- B. The departmental CPT will consist of a minimum of three tenured faculty members at the associate or full professor rank in the department, excluding the departmental Chairperson. In the event that there are fewer than three tenured faculty members holding associate or full professor ranks, non-tenured faculty members at the associate or full professor level will serve on the committee. Should fewer than three senior-level faculty members reside in a department, senior-level tenured or non-tenured faculty members will be recruited from other suitable departments. Outside faculty members must be approved by a majority

vote of the departmental faculty. All recommendations for promotion or the award of tenure require a majority vote of the committee.

- C. Routing of evaluation materials for approval will follow the procedures as outlined in the SMHS *Guidelines on Promotion and Tenure* Section V.C.
- D. All evaluation documents will be treated as strictly confidential. Provision will be made for their use by the Dean of the SMHS, and the SMHS Committee on Promotion and Tenure in deliberation on such matters as promotion, retention, tenure and due process.
- E. At every step of the evaluation process, the faculty member under evaluation will be informed in writing of the summary and recommendations.

VIII. Implementation of Faculty Member Evaluation

A. Schedule for Evaluation

1. Tenure-track Faculty Members

- a. In years 1, 2, and 4, informal written evaluations will be carried out by the departmental chairperson and the departmental CPT. Copies of the report will be given to the individual being evaluated and a copy will be placed in his/her file. A summary of the evaluation and a memo designating the date of the evaluation signed by the chairperson and individual evaluated will be forwarded to the Office of Academic Affairs.
- b. In years 3 and 5, formal evaluations will be completed by the departmental Chairperson and the departmental CPT. Copies of the final report will be given to the faculty member, placed in his or her departmental file, and sent to the Office of Academic Affairs for consideration by the SMHS Committee on Promotion and Tenure.
- c. In year 6, a formal tenure evaluation will be carried out by the departmental Chairperson and the departmental CPT, and sent with their recommendations to the Office of Academic Affairs for consideration by the SMHS Committee on Promotion and Tenure.

2. Tenured Faculty Members

Tenured faculty members will be evaluated every three years by the departmental chairperson and the departmental CPT. Final evaluation reports at post-tenure years 4, 10, 16, etc., will be given to the faculty member and a copy will be placed in his/her departmental file. A summary of the final evaluation report will be sent to the Office of Academic Affairs. The final evaluation report at post-tenure years 7, 13, 19, etc., will be given to the faculty member being evaluated, and a copy will be placed in his/her departmental file. The final report will be forwarded to the Office of Academic Affairs for consideration by the SMHS Committee on Promotion and Tenure.

3. Non-tenure Track Faculty Members

a. Instructor and Assistant Professor levels:

Informal written evaluations will be carried out by the departmental chairperson and the departmental CPT in years 1, 2, and 4. In years 3, 5, 6 and every subsequent 3 year period, formal evaluations will be completed by the departmental Chairperson and the departmental CPT and forwarded to the Office of Academic Affairs for review by the SMHS CPT. Copies of the final report will be sent to the Office of Academic Affairs, given to the faculty member, and placed in the faculty member's departmental file.

b. Associate and Full Professor levels:

Informal written evaluations will be carried out by the departmental chairperson and the departmental CPT every 3 years. A memo with a brief summary of the conclusions signed by the departmental chair and the faculty member will be sent to the Office of Academic Affairs, given to the faculty member, and placed in the faculty member's departmental file.

B. Procedure for Pre-tenure, Tenure, Non-Tenure, and Post-tenure Evaluation

1. The departmental Chairperson will initiate the review process by requesting data from the individual to be evaluated. The individual will be given approximately one month to provide these materials which will be

due in the departmental office approximately one month prior to the date that the evaluation (or summary thereof) is due in the Office of Academic Affairs. The materials required are listed in section VIII. C. of this document.

2. Pre-tenure evaluations and the tenure evaluation (ordinarily at year 6), non-tenure, and post-tenure evaluations will be performed in a formal way by the departmental Chairperson and the departmental CPT.
 - a. The departmental chair in collaboration with the departmental faculty will select and approve members of the departmental CPT.
 - b. The departmental CPT committee will elect its chairperson who will be a member of the Department of Occupational Therapy.
 - c. The departmental CPT will be given the charge to consider and discuss the evaluation materials, and to draft an evaluation report. They will be empowered to request more information from the individual faculty him/herself, administrators, other faculty members, and students if they believe the information given them is inadequate.
 - d. Following appropriate deliberation, the departmental CPT will complete a written report of its findings.
 - e. Following approval, the faculty member being evaluated will be given a copy of the departmental CPT final evaluation report.
 - f. The faculty member evaluated will be given opportunity to submit a response to the final departmental CPT evaluation report, which will be combined with, and will become a part of the final evaluation report.
 - g. The departmental Chairperson will submit a separate evaluation, which will accompany the departmental CPT final evaluation report.
 - h. In post-tenure evaluations at years 4, 10, 16, etc., and non-tenured evaluations at years 1, 2, & 4, a memo indicating the evaluation date and signed by the departmental Chairperson and the

individual evaluated will accompany a summary of the departmental CPT final evaluation report. This will be submitted to the Office of Academic Affairs by the date established by that office. A copy of the final evaluation report will be placed in the individual's departmental file.

- i. For pre-tenure evaluations, tenure evaluations at years 7, 13, 19, etc., post-tenure evaluations, non-tenured evaluations at years 3, 5, 8, etc., the departmental Chairperson will transmit a copy of the departmental CPT-approved final evaluation report to the Office of Academic Affairs by the date established by that office. A copy of the final evaluation report will be placed in the individual's departmental file.
- j. Final evaluation reports forwarded to the Office of Academic Affairs will be accompanied by all data and documentation that formed the bases for the evaluations.

C. Data to Be Collected

The departmental Chairperson will request the following required materials from the faculty member being evaluated for pre-tenure, tenure, non-tenure, post-tenure review, and/or promotion:

1. Summary and self-evaluation of activities in the areas of teaching, scholarly and creative activity, and service.
2. Job description and *Percentage of Effort Forms* for each year of employment within the time period of review.
3. Current curriculum vitae.
4. Tenure Plan (for pre-tenure and tenure review).
5. Student evaluations of teaching. This must include raw data or actual documents.
6. Written evaluation(s) from faculty member's teaching superior(s) and/or colleague(s).
7. Letter(s) from chair(s) or senior member(s) of committee(s) on which the faculty member has served as member or chair.

8. For promotion to the rank of associate professor and professor and/or awarding of tenure, at least three outside letters that evaluate the suitability of the proposed promotion and/or tenure will be elicited by the departmental Chairperson from recognized peers outside of the University of North Dakota, and must be included in the initial review by the departmental CPT and Chairperson. The faculty member may submit a list of names to the departmental Chairperson, but the Chairperson may solicit letters from other qualified peers. (*SMHS Guidelines on Promotion and Tenure*).
9. Other documents or information felt essential by the faculty member.

D. Procedure for Evaluation for Promotion

1. Initiation of Evaluation
 - a. Initiation of evaluation may occur at any time during the Academic Year.
 - b. Recommendations for promotion will normally be initiated within the department by the departmental Chairperson. Faculty members may request consideration for promotion in accordance with appropriate deadlines as outlined in Section VI.C. of the *SMHS Guidelines on Promotion and Tenure*.
 - c. Faculty members may request a review of their eligibility for promotion. For instructors this will ordinarily occur in their fourth year in rank, for Assistant Professors in their sixth year in rank and for Associate Professors in their seventh year in rank.
 - d. The departmental Chairperson will request data (as required in Section VIII.C., this document) from the individual to be evaluated. The request usually will occur on approximately September 1 and these materials will be due in the departmental office about one month before the evaluations are due in the Office of Academic Affairs.
2. Evaluation procedures for promotion will be conducted as described for tenure evaluations in Section V of this document.

3. The departmental Chairperson will transmit a copy of the departmental CPT-approved final evaluation report, the appropriate forms for promotion/recommendation (*SMHS Guidelines on Promotion and Tenure, Appendix I*), the departmental Chairperson's letter of evaluation and recommendation regarding promotion, and all accompanying documentation to the Office of Academic Affairs by the date established by that office (usually on or about December 1).
4. The faculty member has the right to withdraw from the promotion process at any point prior to the submission of evaluation materials to the Office of Academic Affairs.

E. Structure of the Departmental CPT Final Evaluation Report

1. The written report submitted by the departmental CPT will be constructed in the following format:
 - Section I. Preamble**, which states the purpose(s) of the current evaluation.
 - Section II. Teaching**, which documents the faculty member's efforts and effectiveness in teaching.
 - Section III. Scholarly and Creative Activity**, which documents the faculty member's efforts and productivity in scholarly and creative activity.
 - Section IV. Service**, which documents the faculty member's efforts in departmental, school, university, professional and community service.
 - Section V. Summary and Recommendations**, which summarize the findings in Sections II – IV. It states directly whether the faculty member has met the criteria for evaluation established by the SMHS and the department in teaching, scholarly and creative activity, and service, cites the relevant evidence and offers recommendations appropriate to the findings.
2. Final evaluation reports submitted to the Office of Academic Affairs will be accompanied by all data and documentation that formed the bases for the evaluation, a separate letter of evaluation from the departmental

Chairperson, and (at the faculty member's option) a written response to the report from the faculty member being evaluated.

3. All final evaluation reports will be available for review by the departmental Chairperson, by future departmental CPTs, by the Dean of the SMHS, and by the Vice President for Academic Affairs (or their designated committees) in deliberations on such matters as promotion, retention, tenure, and due process.

F. Disposition of the Final Evaluation Reports and Related Documentation for Tenure and/or Promotion

1. For pre-tenure evaluations at years 3 and 5, tenure evaluations (usually at year 6), post-tenure evaluations at years 7, 13, 19, etc., non-tenure at years 3, 5, 8, etc., and all evaluations for promotion, the final evaluation reports will be distributed to the individual being evaluated, the departmental file and the Office of Academic Affairs. Each individual being evaluated will be given a copy of the final evaluation report before it is submitted to the Office of Academic Affairs.
2. For post-tenure reviews at years 4, 10, 16, etc., or pre-tenure and non-tenure reviews at years 1, 2 or 4, final evaluation reports will remain intra-departmental and a brief summary of the conclusions will be submitted to the Office of Academic Affairs. The summary will also be accompanied by a memo indicating the date of the evaluation and signed by the departmental Chairperson and the individual evaluated. A copy of the report will be given to the faculty member being evaluated.

IX. Appeals Process

All formal appeals of evaluation shall be made in accordance with the same "due process" procedures as provided for in cases of non-renewal of tenure-track faculty in the *North Dakota State Board of Higher Education Regulations on Non Renewal, Termination or Dismissal of Academic Staff* (Academic Freedom, Tenure and Due Process, Section II-8.1.1).

Reference: Commission on Education. (2003). Scholarship and occupational therapy (2003 concept paper). Rockville, MD: American Occupational Therapy Association.