Policy Chapter:	**Chapter 6 Faculty Affairs**
Policy Number and Title:	**06.007 Full-Time Faculty and Academic Administrator Annual Review, and Academic Administrator Reappointment**

I. Policy Statement

The University of North Texas (UNT) is committed to the consistent and equitable review of full-time faculty and Academic Administrators. Annual and reappointment reviews provide an assessment of the quality of contributions in teaching, scholarship, service, and administration. Said reviews are used to determine Merit, review of tenured faculty, administrator appointment decisions, and other purposes as required by Unit/college guidelines or university policy.

II. Application of Policy

UNT Full-Time Faculty and Academic Administrators.

III. Policy Definitions

A. Academic Administrator

"Academic Administrator," in this policy, means a person who has significant administrative duties relating to the operation of the institution, including operation of a Unit, college, program, or other subdivision of the institution. Such positions include Unit Administrator, associate/assistant academic positions, and dean.

B. Eligible Faculty Member

"Eligible Faculty Member," in this policy, means a Faculty Member that may participate in a Unit's annual review processes. Faculty are eligible to participate in the personnel actions of faculty with the same or lesser rank, e.g., an associate professor can participate in the creation of a Unit's annual review criteria for tenured Faculty Members. The term does not include a person who holds faculty rank, but who spends the majority of time engaged in managerial or supervisory activities (for example the provost, a dean, Unit Administrator, or person in an associate/assistant Academic Administrator position), or a student who teaches as part of an educational program.

C. Faculty Member

"Faculty Member," in this policy, means a person employed by UNT as a member of the university's Tenure/Tenure-Track/Professional faculty, whose duties include teaching, scholarship, and service. The term does not include a person who holds faculty rank, but who spends the majority of time engaged in managerial or supervisory activities (e.g., provost, dean, Unit Administrator, or associate/assistant Academic Administrator positions), or a student who teaches as part of an educational program.

D. Faculty Information System (FIS)

"Faculty Information System" and "FIS," in this policy, mean the electronic system that houses faculty productivity information, including teaching, research, and service

production. FIS is used to facilitate personnel actions such as tenure, promotion, and annual review processes.

E. Full-Time Faculty Member

"Full-Time Faculty Member," in this policy, means a Faculty Member that works a 100% workload in time and effort.

F. Grievance

"Grievance," in this policy, means an individual's formal expression of disagreement or dissatisfaction with employment-related concerns, such as working conditions, hours of work, compensation, environment, relationships with supervisors or other employees, or negative personnel decisions.

G. Merit

"Merit," in this policy, means commendable actions deserving of recognition, reward, and/or commendation.

H. Professional Faculty Appointment

"Professional Faculty Appointment," in this policy, means an appointment of a fixed duration, in which the individual is part of the faculty of a Unit. Such an appointment is not eligible for tenure and may be for a partial semester, a semester, an academic year, or for multiple years as fits the needs of the institution.

I. Personnel Affairs Committee (PAC)

"Personnel Affairs Committee" and "PAC," in this policy, mean an elected group of faculty that make recommendations regarding Unit decisions, such as annual Merit, to the Unit Administrator and/or dean.

J. Tenured Appointment

"Tenured Appointment," in this policy, means an appointment awarded to a Faculty Member after successful completion of a probationary period during which criteria outlined in UNT Policy 06.004, Faculty Reappointment, Tenure, and Promotion, are met. Tenured Faculty Members can be dismissed by the UNT System Board of Regents only for adequate cause, financial exigency, or discontinuance of academic programs; and only through the established due process. Adequate cause is defined in Regents Rule 06.1206, Termination and Revocation of Tenure. Tenure is awarded for actions specifically outlined in UNT Policies 06.004 Faculty Reappointment, Tenure, Promotion, and Reduced Appointments and 06.035, Academic Freedom and Academic Responsibility; and applicable Regents Rules.

K. Tenure-Track Appointment

"Tenure-Track Appointment," in this policy, means an appointment that includes a period of probationary employment preceding determination of tenure status. Appointment may be made to the rank of assistant professor or in some cases, associate professor without tenure.

L. Unit

"Unit," in this policy, means an academic entity under the administration of a UNT official with responsibilities for personnel actions.

M. Unit Administrator (UA)

"Unit Administrator" and "UA," in this policy, mean the person responsible for the Unit and the personnel actions within the Unit. A department chair is an example of a Unit administrator.

IV. Policy Responsibilities

A. General Guidelines for Full-time Faculty Annual Review

The Personnel Affairs Committee and Unit Administrator will review all full-time faculty annually. The PAC, consistent with the principle that such committees will have independent input in the faculty personnel decision-making process, will serve as a consulting body to the UA who has final authority for assigning Merit as per UNT Policy 06.047, Shared Governance and the Role of Advisory Committees and the Academic Administration.

Annual reviews provide a cumulative record and, over time:

- provide a comprehensive evidentiary base for evaluative decisions related to Merit;
- facilitate continued professional development;
- maximize faculty skills;
- refocus professional efforts when appropriate;
- assign equitable salary adjustments based on achievements and performance;
- provide input to tenure and promotion decisions; and
- ensure that Faculty Members are meeting their obligations to the university mission.

1. Annual Review Procedures for Full-Time Faculty

   The full-time faculty of each Unit will establish the performance criteria and procedures for annual reviews in compliance with this policy. Tenured faculty must also meet the guidelines/criteria outlined in UNT Policy 06.052, Review of Tenured Faculty. Guidelines for full-time faculty annual review include:

   a. Criteria Development

   Each Unit must have approved guidelines for determining which activities fulfill its mission in teaching, scholarship, and service. The dean must, and the provost may, review and approve each Unit's criteria.

   b. Notification to Faculty

   The UA will provide Unit criteria to Faculty Members at the time of appointment to

ensure all Faculty Members are aware of the criteria by which their performance will be reviewed. The UA will make said criteria available to Unit faculty and update faculty when changes are made to annual review criteria.

c. Committee Composition

Each Unit will elect a PAC consisting of no fewer than three, and up to all, Eligible Faculty Members. The composition of the PAC should be determined according to Unit guidelines and said guidelines must ensure a regular and reasonable rotation of committee membership, with a Faculty Member serving as PAC chair no more than two (2) consecutive years at a time. UAs are responsible for conducting a PAC election annually. Tenured faculty must develop and approve criteria and procedures for review of tenured faculty. Tenure-track faculty may develop and approve criteria and procedures for the review of tenure-track faculty. Professional faculty may develop and approve criteria for review of professional faculty.

d. Review Process

The PAC and UA will assess workload-based faculty productivity within the context of a comprehensive three-year window, with no single year having more weight than the other two; i.e., each year a Faculty Member presents a record representing the work of the previous three (3) calendar years. The VPAA-160, Annual Review, is the basis for full-time faculty annual review. Units may require Unit-specific supplemental information in addition to the university standard. Contributions towards this review are to be documented and/or can be verified, rather than anecdotal information. Further, the annual review must provide an explicit statement of the standing of the Faculty Member's achievements, not simply an enumeration of the documented accomplishments of that Faculty Member. The PAC must take into account the quality of professional contributions in proportion to the percentage of time assigned to teaching, scholarship, and service according to UNT Policy 06.027, Academic Workload.

The annual review process is facilitated electronically through the university's FIS. The Office of Academic Resources develops the annual review schedule. Faculty on leave during the review semester must either submit their review documentation the previous semester (if the leave is planned, e.g., faculty development leave), or upon return from leave (if the leave is unplanned, e.g., a leave due to illness).

e. Documentation

The PAC will provide the UA a written annual review recommendation for each Full-Time Faculty Member. The UA will provide the Faculty Member a written annual review using the Unit's documented procedures. The annual review results will be retained in the Faculty Member's FIS profile.

2. Annual Review Performance Criteria

Excellence and effectiveness in teaching, scholarship, and service will be considered in

the annual review of all Full-Time Faculty Members. All activities should be considered in alignment with UNT Policy 06.027, Academic Workload and UNT Policy 06.035, Academic Freedom and Academic Responsibility. To the extent possible, documentation of faculty productivity activities will reside in FIS.

a. Teaching

The educational function of a university requires excellent teaching and the support of student success. The scope of faculty teaching is broader than conventional classroom instruction. It comprises a variety of teaching modes, formats, and media, including undergraduate and graduate instruction for matriculating students, and may include special training and educational outreach. Major activities related to teaching are participation in academic advising, counseling, and/or mentoring.

Evidence to assess the quality of teaching may include:

i. syllabi that include learning goals and evaluation plans for assessment of the learning outcomes;

ii. teaching materials;

iii. teaching portfolios;

iv. statement of teaching philosophy;

v. contextual aspects of courses;

vi. supplemental components as deemed appropriate by the field;

vii. student course evaluations;

viii. teaching effectiveness based on students' learning outcomes;

ix. faculty reviews, including observation and assessment of teaching by faculty peers;

x. service learning;

xi. teaching and learning within community collaborations; and/or

xii. other evidence as defined by the Unit. Examples of excellence and effectiveness in teaching valued by the university include, but are not limited to, evidence that the Faculty Member:

a) engages students with classic and current knowledge in the assigned teaching disciplines and/or subject areas by including important intellectual, scientific, and/or artistic developments and the histories, controversies, and epistemological discussions within their fields, and ensuring that course content is current with the existing literature;

b) develops learning goals and assesses learning outcomes and reviews students based on clear learning standards and measurable outcomes as well as providing feedback to students throughout a course especially during the initial weeks;

c) applies effective pedagogical practices to provide rigor, facilitate and enhance students' learning, critical, analytical, and independent thinking;

d) Develops and/or applies technological innovations to facilitate and enhance student learning;

e) Exposes students to service learning experiences that integrate community service with academic study to enrich learning, teach civic responsibility, and strengthen communities;

f) Mentors and supervises students and provides opportunities for their scholarship engagement, publications, presentations, exhibits, and/or performances;

g) Expands students' abilities, knowledge, and interests through engagements such as workforce readiness skills and behaviors development, study abroad opportunities, and by relating concepts to students' personal experiences and community, and global challenges;

h) Creates and manages quality collections of library, media, and Internet resources that support university curricula and scholarship areas;

i) Enables students, through teaching, library services, and mentoring, to discover and access appropriate research materials and other information for their classes and research projects;

j) Helps students advance their professional careers by, for example, providing letters of reference (as deemed appropriate to the qualifications of the student), networking, internship opportunities, and placement in post- graduate positions; and

k) Receives awards and formal recognition related to instruction (e.g., internationally, nationally, regionally, and locally within the university, college, or Unit/program).

b. Scholarship

Academic scholarship requires sophisticated levels of research, scholarly activities, engagement, and creative and performing arts. This scholarship contributes to discovery, knowledge, understanding, and application in diverse forms, including, but not limited to: publications; digital/web-based works; presentations; projects;

exhibits; performances; and instruction.

Evidence to assess the quality of scholarship may include:

i. impact on the discipline or field, refereed/reviewed publications or performances or other invited presentations/ performances/exhibits;

ii. externally-funded scholarly work;

iii. community-engaged scholarship, and scholarly and creative activities; and/or

iv. other evidence as defined by the Unit. Examples of excellence and effectiveness in scholarship valued by the university include, but are not limited to, evidence that the Faculty Member:

a) impacts the discipline, field, or application, as measured by external objectives and metrics, e.g., comparisons within the disciplines across peer institutions and programs;

b) publishes in refereed/reviewed publications within the discipline and sub- disciplines;

c) contributes invited presentations, workshops, exhibits, and/or performances at national and/or international conferences and prestigious venues;

d) publishes in refereed/reviewed publications that advance the scholarly relationship between/among disciplines;

e) impacts communities through scholarship, and/or creative engagements with community partners with evidence that may include economic, civic, social, educational, health, and/or cultural improvement;

f) publishes externally-reviewed documents on community-based projects completed in collaboration with community partners and/or students;

g) demonstrates scholarship leadership by building teams or collaborating in such teams as appropriate for disciplinary and interdisciplinary scholarship, creative, and/or performing activities;

h) secures funding for scholarly work and/or engagement as appropriate to and expected in the discipline;

i) contributes to the scholarly training and productivity of students; and

j) receives awards and/or formal recognition within the discipline, e.g., internationally, nationally, regionally, and locally within the

university, college; or Unit/program.

c. Service

The service function and operation of the university require active participation by Faculty Members in a variety of external and internal activities. Faculty participation in academic and administrative units' committee work and other assigned responsibilities is essential to the university's operations. Faculty members' leadership and engagement in the university community, as well as external communities, (e.g., local, state, regional, national, international, disciplinary, and/or professional, constitute essential contributions) are expected to be included in individual Faculty Members' portfolios and recognized in local units' performance criteria.

Evidence to assess the quality of service may include: demonstrated leadership and engagement in professional organizations, community-based initiatives, and university enterprises; support and mentoring of colleagues; engagement in student recruitment, retention, and success; other efforts to advance the university and its community and collaborative partners; and/or other evidence as defined by the Unit. Examples of excellence and effectiveness in service valued by the university include, but are not limited to, evidence that the Faculty Member:

i. Exhibits leadership, demonstrates success, and/or engages actively in professional organizations for relevant disciplines/fields;

ii. Exhibits leadership, demonstrates success, and/or engages actively in community at-large initiatives, civic groups, non-profit organizations, and public agencies;

iii. Exhibits leadership, demonstrates success, and/or engages actively in building university partnerships that deepen relationships and strengthen economic, educational, social, and cultural well-being of communities in the north Texas region and beyond;

iv. Exhibits leadership, demonstrates success, and/or engages actively in Unit, college, and university operations, governance, and initiatives;

v. Uses successful and innovative methods in individual and group mentoring initiatives and effectively mentors and supports junior colleagues;

vi. Promotes the internal and external recognition of professional colleagues in support of institutional and disciplinary recognition, growth, and advancement;

vii. Identifies, develops, and shares initiatives that yield successful outcomes in Unit and institutional student recruitment, retention, and success;

viii. Initiates and promotes projects to advance the Unit, college, and/or university and improve their internal and external reputations,

ix. Receives awards and/or formal recognition of service and engagement (e.g., international, nationally, regionally, and locally within the university, college, or Unit); and

x. Assumes leadership in recruitment, retention, and mentoring of faculty and students.

B. General Guidelines for the Annual Review and Reappointment of Academic Administrators

Regular, ongoing review of Academic Administrators is required to improve performance of administrative roles and assure accountability for the achievement of institutional goals. The annual review is comprehensive and used in making Academic Administrator reappointment decisions. The review process requires performance criteria, self-evaluation, peer evaluation, and faculty and staff input.

1. Annual Review Procedures for Academic Administrators

   All Academic Administrators are to be evaluated annually by their immediate supervisors to determine the individual's effectiveness as an administrator in predetermined goals and objectives, with the provost, dean, and individuals holding similar leadership positions that oversee curriculum also being evaluated by the president. The review process is facilitated through FIS and will provide sufficient flexibility to allow colleges or units to continue or develop their own processes to review college or Unit specific issues. Unit/college processes must be consistent with university expectations. Tenured administrators must also meet the guidelines/criteria outlined in UNT Policy 06.052, Review of Tenured Faculty. Guidelines for Academic Administrator annual review include:

   a. Criteria Development

   To provide the basis for meaningful and productive review, each Unit must prepare performance criteria consistent with the position description for all Academic Administrators. Said performance criteria should address expectations common to all Academic Administrators and be developed at the Unit-level for UAs and the college-level for associate deans/deans, with input from and approval by the supervisor to whom the administrator being evaluated reports. Job descriptions should define the duties and responsibilities of each administrator, while providing a mechanism for short- and long-term goal setting.

   Evidence to assess the quality of administration may include, but is not limited to:

   - leadership, vision, and planning;
   - faculty and staff allocation, recruitment, development, and retention;
   - instructional, research, and service programs;
   - student recruitment, advising, and oversight;
   - development/advancement goals;

- budget/financial stewardship; and
- management responsibilities, as applicable.

b. Notification to the Academic Administrator

The Academic Administrator's immediate supervisor is responsible for:

- initiating the annual review process;
- using feedback from performance criteria, self-evaluations, peer evaluations, faculty, and staff input;
- appointing relevant review committees; and
- creating and meeting all review deadlines.

The Academic Administrator's immediate supervisor is also responsible for identifying what documentation the Academic Administrator is to provide.

c. Self-Evaluation

At the beginning of each academic year, each Academic Administrator will identify their goals and action plans for the upcoming year. The UA will communicate said goals/plans to the faculty and staff under their purview. The administrator being evaluated will prepare a self-evaluation of the year's achievements and accomplishments related to the established goals and objectives. Additionally, the summary will include significant activities and accomplishments that were not included in the original goals and objectives. The self-evaluation must be provided to the immediate supervisor.

d. Feedback

As part of the annual Academic Administrator review process, multiple internal and in some cases, external constituent feedback, will be obtained. Unit PACs will review UAs annually and provide a written recommendation to the immediate supervisor. For other Academic Administrators, feedback will be obtained from faculty, staff, and other administrators annually.

e. Documentation

The immediate supervisor will use relevant information in evaluating the administrator's performance. At a minimum, this information will include the administrator's job description and self-evaluation, constituent feedback, and the results of the annual Faculty Senate Administrative Effectiveness Survey.

After preparing a written review of the Academic Administrator, the immediate supervisor will meet with the Academic Administrator to discuss their performance and effectiveness. The supervisor will report the results of the Academic Administrator's review to the appropriate governing committee within the

Unit/college. The results of the annual review will be used, as appropriate, for reappoint reviews. The annual review will be retained in the Academic Administrator's FIS profile.

2. Reappointment Review Procedures for Academic Administrators

Appropriate stewardship of resources; cooperation and collaboration toward Unit, college, and university goals; and the ability to compromise and work to benefit these units and their constituents are expected of Academic Administrators. Reappointment reviews of Academic Administrators will be facilitated through FIS and begin in the last year of the appointment and will replace all other forms of review in the year in which the reappointment review is conducted. Tenured faculty must also meet the guidelines/criteria outlined in UNT Policy 06.052, Review of Tenured Faculty. Guidelines for Academic Administrator reappointment review include:

a. Notification to the Academic Administrator

The Academic Administrator's immediate supervisor or designee will designate an Administrator Evaluation Committee (AEC) to solicit review materials and make a reappointment recommendation to the immediate supervisor. The AEC will solicit faculty and staff input on the administrators' leadership abilities and accomplishments. Said feedback must be collected in a way that preserves anonymity and addresses suggestions for improvement.

b. Documentation

The reappointment review will include a self-evaluation of the Unit's achievements and goals during the review period. This self-evaluation must be uploaded to the university's faculty information system. The self-assessment may include, but is not limited to: an articulated administrative philosophy; an overview of major activities and significant contributions; significant issues facing the Unit; and a discussion of future plans and goals for the Unit.

c. Feedback

The supervisor will use the administrator's job description, self-evaluation, faculty and staff inputs, and other evaluative reports made available through the Faculty Senate and AEC, in preparing the final report and making the reappointment decision. The supervisor will meet with the Academic Administrator to share the results of the comprehensive report and indicate specific actions for continuous improvement if a reappointment is made. Prior to reappointment or promotion, the immediate supervisor will report the results of the Academic Administrator's comprehensive review to the appropriate governing committee within the Unit/college.

d. Interim Review

Immediate supervisors, on their own initiative or as a consequence of a majority

vote of the Unit faculty, can institute an interim review. If an interim review is requested, the comprehensive review process will be followed.

C. Due Process

A Faculty Member or Academic Administrator may resolve a Grievance related to annual or reappointment review in accordance with Unit/college guidelines, and university policy.

V. Resources/Forms/Tools

VPAA-160, Annual Review

VI. References and Cross-References

Texas Education Code § 51.942
Texas Education Code § 51.948
UNT System Board of Regents Rule 06.1206, Termination and Revocation of Tenure
UNT Policy 06.004, Faculty Reappointment, Tenure, Promotion, and Reduced Appointments
UNT Policy 06.027, Academic Workload
UNT Policy 06.035, Academic Freedom and Academic Responsibility
UNT Policy 06.047, Shared Governance and the Role of Advisory Committees and the Academic Administration

VII. Revision History

Policy Contact:	Asst. Vice Provost, Faculty Success
Approved Date:	02/27/2017
Effective Date:	05/05/2017
Revisions:	02/20/2020, 07/27/2023*, 03/02/2026 * - Non-substantive change