

# The ECU Office for Faculty Excellence and ECU Faculty Senate

Fall 2022

Anne Ticknor, Chair of the Faculty  
[ticknora@ecu.edu](mailto:ticknora@ecu.edu)

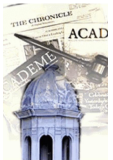
---

Promotion and Tenure



# Overview

- Peer Institutions
- Key Documents
- Key People
- Faculty Employment
- Annual Evaluation
- Progress Toward Tenure Letters
- The Personnel Action Dossier (PAD)
- Preparing your PAD
  - Required documents (Folders A, B and C)
  - Telling your story (Folder D)
  - Additional materials (Folder E)
  - Disagreements (Folder F)
- Support
- Questions
- Breakout Sessions



## ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# Our Institutional Peers

- Ball State University
- Central Michigan University
- Florida Atlantic University
- Illinois State University
- Kent State University at Kent
- Northern Arizona University
- Ohio University-Main Campus
- University of Nevada-Las Vegas
- Utah State University
- Washington State University
- Western Michigan University



ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Traditional Key Documents

When inconsistencies between FM and UC, FM and/or established university policies supersede the UC

## Faculty Manual

Every effort has been made to ensure the accuracy and completeness of the online <i>ECU Faculty Manual</i> . Please call the Faculty Senate office at 252.328.6537 if you find errors or need assistance.	
Complete <a href="#">ECU Faculty Manual</a> * <a href="#">Index of ECU Faculty Manual</a> * List of Interpretations <a href="#">2011-present</a> / <a href="#">1990-2010</a>	
<a href="#">Part I</a>	Introduction
<a href="#">Part II</a>	East Carolina University Organization and Shared Governance <ul style="list-style-type: none"><li>I. <a href="#">University Organization and Vision, Mission Statement, and Strategic Directions of ECU</a></li><li>II. <a href="#">Faculty Constitution and By-Laws</a> <i>Revised 6-21</i></li><li>III. <a href="#">Academic Policy, Administrative Policy, and Vetting of Administrative PRRs in Matters Relating to Faculty</a> <i>Revised 12-17</i></li><li>IV. <a href="#">Graduate School Organization</a> <i>Revised 2-22</i></li><li>V. <a href="#">Faculty Involvement in Selection and Evaluation of Administrators</a></li></ul>
<a href="#">Part III</a>	UNC System and UNC Code <ul style="list-style-type: none"><li>I. <a href="#">UNC Policy Manual and the UNC Code (UNC Board of Governors)</a></li><li>II. <a href="#">The Faculty Assembly of the University of North Carolina</a></li><li>III. <a href="#">East Carolina University Faculty Assembly Delegation</a></li></ul>
<a href="#">Part IV</a>	Academic Units, Codes, and Seven Year Program Evaluation <ul style="list-style-type: none"><li>I. <a href="#">Academic Code Units</a> <i>Revised 4-21</i></li><li>II. <a href="#">Unit Codes</a> <i>Revised 4-21</i></li><li>III. <a href="#">Seven Year Unit Program Evaluation</a> <i>Revised 2-21</i></li></ul>
<a href="#">Part V</a>	Academic Freedom, Professional Ethics, Diversity, Equity and Inclusion <ul style="list-style-type: none"><li>I. <a href="#">Academic Freedom</a></li><li>II. <a href="#">Statement on Professional Ethics</a></li><li>III. <a href="#">Statement on Diversity, Equity and Inclusion</a> <i>Added 4-21</i></li></ul>
<a href="#">Part VI</a>	Teaching and Curriculum Regulations, Procedures, and Academic Program Development <ul style="list-style-type: none"><li>I. <a href="#">Teaching Regulations and Guidelines Relating to Faculty</a> <i>Revised 6-21</i></li><li>II. <a href="#">Academic Integrity</a> <i>Revised 6-21</i></li><li>III. <a href="#">Distance Education Policies</a> <i>Revised 1-20</i></li><li>IV. <a href="#">Student Privacy, Conduct, and Complaints</a> <i>Revised 5-16</i></li><li>V. <a href="#">Graduation Policies</a> <i>Revised 12-21</i></li><li>VI. <a href="#">Emergency Notification and Evacuation Procedures</a></li><li>VII. <a href="#">Curriculum Procedures, Academic Program Development, and the Academic Calendar</a> <i>Revised 2-21</i></li></ul>
<a href="#">Part VII</a>	Faculty Research and Scholarship <ul style="list-style-type: none"><li>I. <a href="#">Faculty Research, Creative Activity, Scholarship, Innovation, Engagement, and Outreach</a></li><li>II. <a href="#">Scholarship/Research/Creative Activity Guidelines</a> <i>Revised 5-15</i></li><li>III. <a href="#">Ethics and Conduct in Research, Creative Activity, and Scholarship</a></li></ul>
<a href="#">Part VIII</a>	Personnel Policies and Procedures for Faculty <ul style="list-style-type: none"><li>I. <a href="#">Personnel Policies and Procedures for the Faculty of East Carolina University</a> <i>Revised 2-22</i></li><li>II. <a href="#">Policy of Conflicts of Interest and Commitment and External Activities of Faculty and Other Professional Staff</a> <i>Revised 7-19</i></li></ul>

## Unit Code of Operations

### Academic Unit Codes of Operation

(\*denotes unit code includes departmental tenure and promotion guidelines as referenced in [ECU Faculty Manual, Part IV, Section II.V.](#))

[Guidelines for Writing and Revising a Unit Code of Operation](#)

[Guidelines for Organizing into Code Units](#)

[Academic Unit Standards for Performance Review of Tenured Faculty](#)

Academic Unit Codes of Operation	Effective Dates of Code
<b>Colleges</b>	
<a href="#">Allied Health Sciences Provisional Code*</a>	06-14-22
<b>Arts &amp; Sciences</b>	
<a href="#">Anthropology</a>	12-13-18
<a href="#">Biology</a>	06-21-17
<a href="#">Chemistry</a>	12-07-20
<a href="#">Criminal Justice</a>	03-31-2022
<a href="#">Economics</a>	03-04-04
<a href="#">English*</a>	06-14-19
<a href="#">Foreign Languages and Literatures</a>	05-03-17
<a href="#">Geography, Planning and Environment</a>	06-05-18
<a href="#">Geological Sciences</a>	03-28-17
<a href="#">History</a>	10-20-14
<a href="#">Mathematics</a>	01-28-21
<a href="#">Philosophy and Religious Studies</a>	10-06-20
<a href="#">Physics</a>	06-10-21
<a href="#">Political Science</a>	05-21-20
<a href="#">Psychology</a>	01-24-20
<a href="#">Sociology</a>	10-20-14
<a href="#">Business</a>	05-26-20
<a href="#">Education</a>	04-22-20
<a href="#">Engineering and Technology</a>	10-07-15
<b>Fine Arts and Communication</b>	
<a href="#">Art &amp; Design</a>	06-01-16
<a href="#">Communication</a>	06-01-16
<a href="#">Music</a>	10-20-14
<a href="#">Theatre and Dance</a>	05-24-19
<b>Health and Human Performance</b>	
<a href="#">Health Education and Promotion</a>	06-22-18
<a href="#">Human Development and Family Science</a>	06-05-18
<a href="#">Interior Design and Merchandising</a>	07-09-18
<a href="#">Kinesiology</a>	06-19-18
<a href="#">Recreation Sciences</a>	06-22-18
<a href="#">Social Work</a>	06-19-18
<a href="#">Nursing Provisional Code</a>	06-14-22
<b>Schools</b>	
<a href="#">Dental Medicine Provisional Code</a>	06-14-22
<a href="#">Brody School of Medicine Provisional Code</a>	06-14-22
<b>Other Academic Units</b>	
<a href="#">Academic Library Services</a>	03-15-21
<a href="#">Coastal Studies</a>	03-03-20
<a href="#">Health Sciences Library Provisional Code</a>	06-14-22

Rev. 06/2022



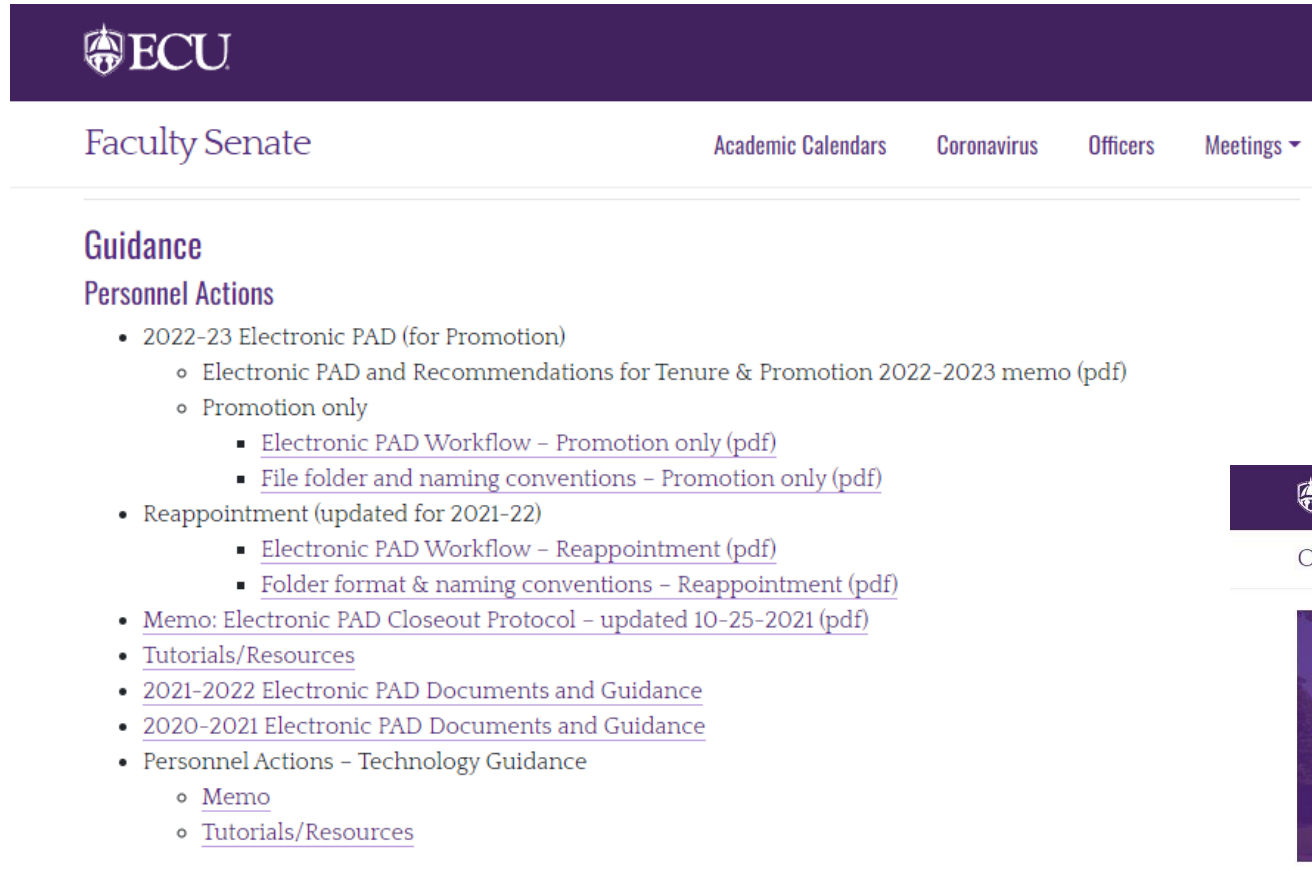
# ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Year Key Resources for AY22-23

## Faculty Senate Coronavirus Tab



The screenshot shows the ECU Faculty Senate website. The header is purple with the ECU logo and navigation links: Faculty Senate, Academic Calendars, Coronavirus, Officers, and Meetings. The main content area is titled "Guidance Personnel Actions" and lists several resources for the 2022-23 Electronic PAD (for Promotion) and Reappointment (updated for 2021-22).

- 2022-23 Electronic PAD (for Promotion)
  - Electronic PAD and Recommendations for Tenure & Promotion 2022-2023 memo (pdf)
  - Promotion only
    - Electronic PAD Workflow – Promotion only (pdf)
    - File folder and naming conventions – Promotion only (pdf)
- Reappointment (updated for 2021-22)
  - Electronic PAD Workflow – Reappointment (pdf)
  - Folder format & naming conventions – Reappointment (pdf)
- Memo: Electronic PAD Closeout Protocol – updated 10-25-2021 (pdf)
- Tutorials/Resources
- 2021-2022 Electronic PAD Documents and Guidance
- 2020-2021 Electronic PAD Documents and Guidance
- Personnel Actions – Technology Guidance
  - Memo
  - Tutorials/Resources

## Office for Faculty Excellence Professional Development Tab



The screenshot shows the ECU Office for Faculty Excellence website. The header is purple with the ECU logo and navigation links: Office for Faculty Excellence, Professional Development, Teaching Resources, Faculty Life, Research, Awards, and About Us. The main content area features a banner for "Faculty180 2022-2023 Training Sessions" and a section titled "Reappointment, Tenure and Promotion Workshops" with a list of resources on the right.

**Faculty180**  
2022-2023 Training Sessions

The role of Faculty180 is changing at ECU and the Office for Faculty Excellence has scheduled training all through the academic year to help you prepare. Check out the schedule of sessions below!

**Reappointment, Tenure and Promotion Workshops**  
Prepare for the next steps on your Pirate Journey!

- New Faculty
- Register for Upcoming Sessions
- OFE Session Feedback Form
- Faculty Appointments
- Office for Equity and Diversity Education Opportunities



## ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Key Sections of the Faculty Manual

Part VIII, Section I - Personnel Policies and Procedures for the Faculty of ECU

## Part IX, Section I

- Appointment, Tenure, Promotion, and Advancement Policies and Procedures
- Performance Review of Tenured Faculty

## Part X, Section I – Personnel Action Dossier

## Part X, Section II

- Tenure and Promotion Schedule
- Subsequent Appointment of Fixed-Term Faculty Timeline

## Guidelines for Preparing a Cumulative Evaluation

(for Tenure/Promotion Committee and Unit Administrator)

## Part XII – Faculty Appellate Provisions



# ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



## Key People

---

The Unit Administrator (Chair)

---

The Chair of Personnel Committee

---

Unit Senator(s)

---

Mentor(s)

---

Unit Colleagues

# Faculty Employment

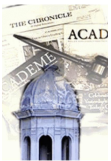
## Tenure Track Faculty

### Reappointment, Tenure, and Promotion in rank

- Responsibilities in all areas:
  - Teaching and
  - Research and
  - Service and
  - Clinical (if appropriate)
- It is possible to request early tenure and promotion.
- It is possible to request extensions in probationary term.
- When obtaining Promotion, University standard salary increase.

## Tenure Track Faculty

- Annual Evaluation (Unit administrator)
- Annual Progress Toward Tenure Letters (Unit administrator+ Tenure Committee)
- 2nd year - **1st PAD submitted**
  - Content of PAD determined by Faculty Manual
  - 4 peer observations needed
- 4th year - **2nd PAD submitted**
  - 4 additional observations needed
- 6th year - **3rd PAD submitted**
- Departmental copy of PAD returned to you when leaving ECU



# ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# Annual Evaluation

- Done using [Faculty 180](#). Deadline for submission usually given by unit administrator. Timing might change according to 9 vs. 12-month faculty status.
- Annual evaluation of faculty performance of assigned duties and responsibilities done by the unit administrator.
- All faculty evaluated regardless of rank or title.
- The evaluation is done according to criteria contained in the unit code approved by the Chancellor, which includes criteria for assigning relative weights for each area of faculty responsibility.
- The Annual evaluation shall
  - be in writing;
  - be discussed with the faculty member prior to being sent to any other administrator or placed in the faculty member's personnel file; in the case of faculty members with probationary term appointments, a record of this discussion shall be placed in the faculty member's personnel file;
  - be signed and dated by the unit administrator and the faculty member, who may attach to the evaluation a concise comment regarding the evaluation. The faculty member has **seven working days** after receiving the evaluation to attach the statement. The signature of the faculty member signifies that they have read the evaluation, but it does not necessarily indicate concurrence.
- The unit administrator shall forward to each faculty member a copy of that member's annual evaluation within ten calendar days of completing the evaluations of unit members.



ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Progress Toward Tenure Letter

- Every year **except** the year prior to the year in which a faculty member's mandatory tenure decision is considered
- Jointly written by Unit Administrator and Tenure Committee
- Written after completion of the candidate's current annual evaluations and prior to end of the spring semester
- Letters address the candidate's **cumulative accomplishments** to date, including successes and areas for improvement
- Candidates are evaluated **within the context of the unit's ongoing expectations** of the candidate in the unit's criteria for promotion and tenure
- The letter shall include **evaluative and formative language** that advises the candidate on how to meet unit expectations
- Letters must **not** be understood as a **guarantee** of the ultimate tenure decision
- Representative(s) of the Tenure Committee will **meet** with the unit administrator and the candidate to discuss in a formative manner the outcome of the progress towards tenure with suggested areas of improvement
- If candidate **disagrees**, they should notify in writing within **14 days** of the meeting

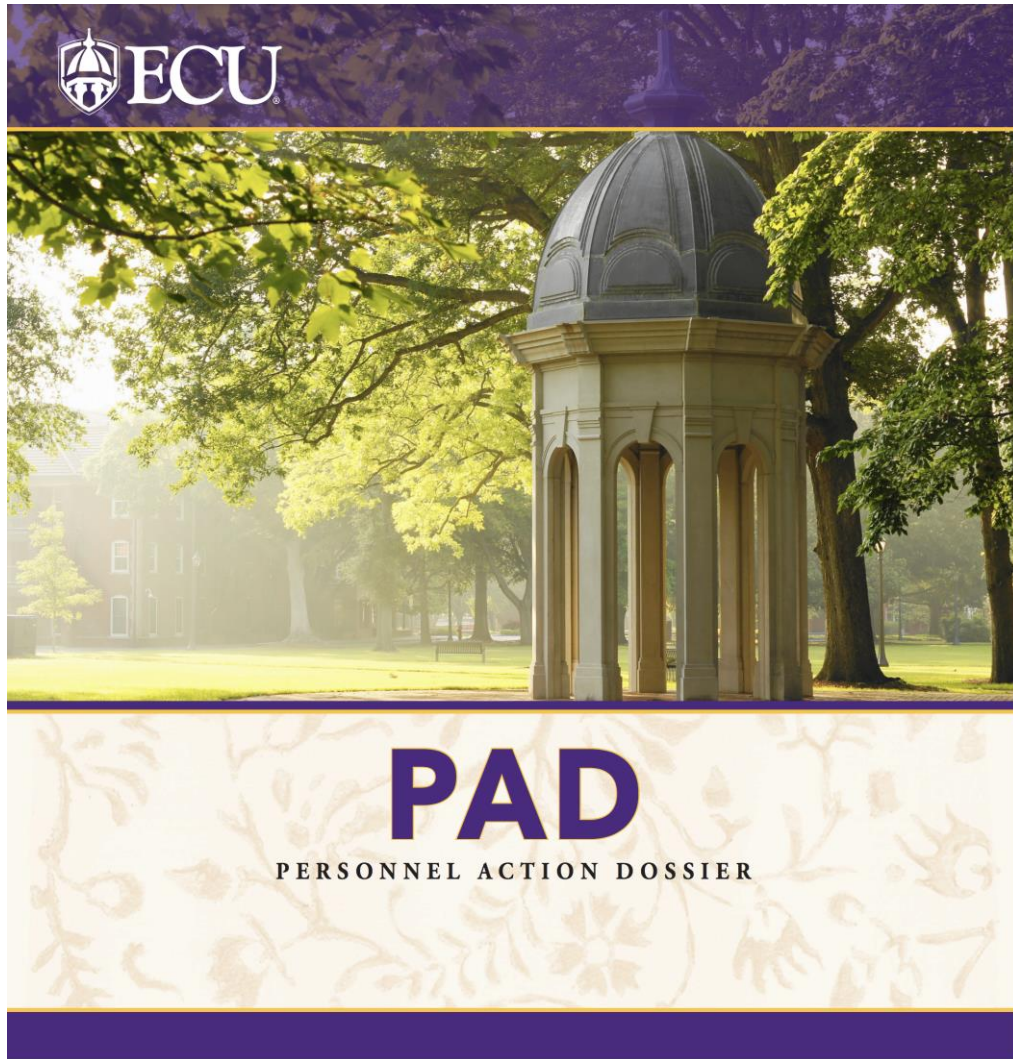


ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# The Personnel Action Dossier (PAD)



“The Personnel Action Dossier (PAD) is a collection of documents and lists of accomplishments in summary form that provides a record of the accomplishments of a faculty member seeking reappointment, promotion, or tenure. A PAD is compiled in a manner described in The Faculty Manual and is submitted each time a personnel action for reappointment, promotion, or tenure takes place.”

Part X, Section I of the *ECU Faculty Manual*



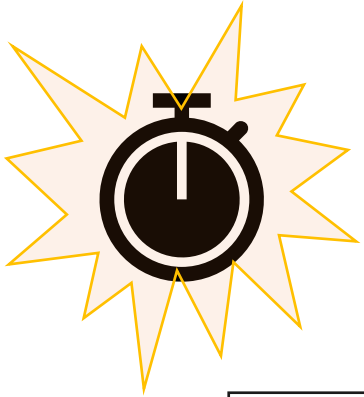
**ECU Faculty Senate**

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# Preparing your PAD: General Recommendations



ECU has moved to Faculty 180 Reviews for Promotion & Tenure in Fall 2022!

1

Maintain an updated  
[Faculty 180](#) profile

2

Collect and organize  
evidence (refer to  
[Cumulative Report  
format](#))

3

Store PAD materials  
electronically

4

Be prepared to  
submit the PAD  
electronically

5

Back-up , BACK UP!!!



ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Preparing the PAD

“Attention is paid both to productivity since the date of hire, tenure or last promotion (whichever is more recent), and accomplishments over one’s entire career ... the candidate should supply dates for all listed activities and accomplishments, making it possible for reviewers to identify clearly the chronology of accomplishments related to the time of hire, tenure or last promotion ...”

[Part X, Section I of the \*ECU Faculty Manual\*](#)

“A committee’s deliberations are not limited to the contents of the Personnel Action Dossier and may address any of the candidate’s contractual duties and professional conduct.”

[Part IX, Section I of the \*ECU Faculty Manual\*](#)

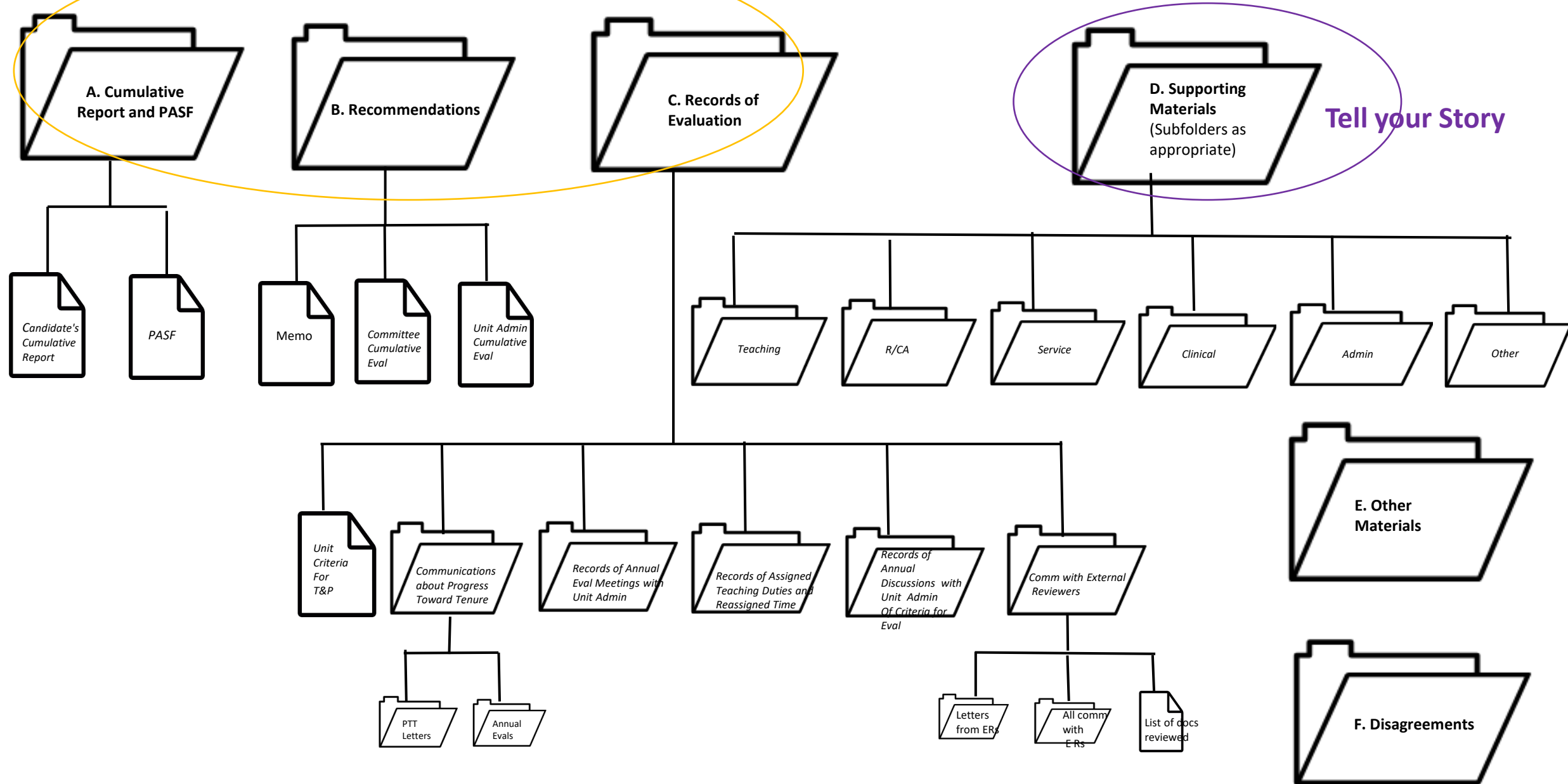


ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

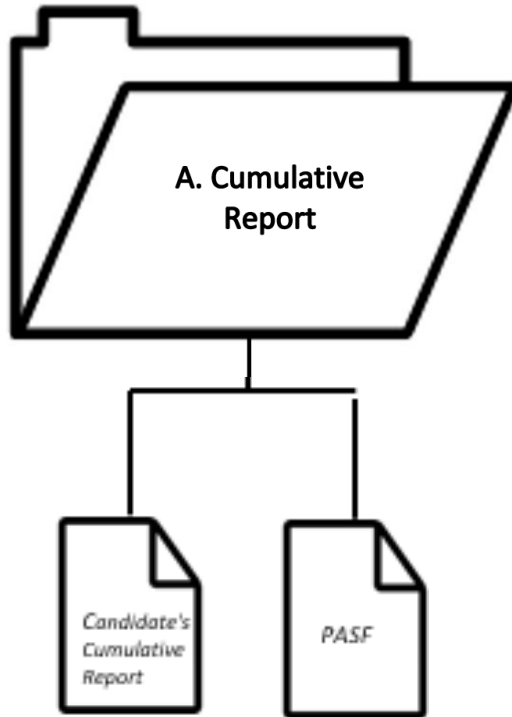
## Mandatory Content



Tell your Story



# Folder A: Cumulative Report



Specified format in [Part X, Section I of ECU Faculty Manual](#)

“A properly executed ECU Cumulative Report ... is required for ... personnel actions. It is the responsibility of the faculty member to have prima facie evidence of all activity listed in this report available for inspection, if requested, by reviewers at any level of the personnel action process.”



# Cumulative Report

## B. Teaching (Didactic and Clinical) and Advising [narrative or bulleted list and relevant date(s)]

1. Teaching experience
  - a. Chronological list of all courses taught including year, semester, section, and enrollments.
  - b. Chronological list of all peer reviews including year, semester, and reviewer name.
2. Noteworthy accomplishments and practices in teaching
3. Noteworthy accomplishments and practices in advising and retention
4. Noteworthy accomplishments in the promotion of diversity, equity and/or inclusion
5. Extraordinary duties assigned or elected in advising
6. Direction of student research and performances:
  - a. List undergraduate students and projects.
  - b. List graduate students and projects.
  - c. List memberships in graduate student's thesis/dissertation committees
7. Grants (listed by year in reverse chronological order) in support of teaching and advising.

Provide a list of all grants applied for, listing for each the source, amount requested, title, and co-investigators. Designate status: awarded (including amount awarded if different from request), pending, rejected.

  - a. Grants/proposals through Office of Sponsored Programs
  - b. Grants/proposals through the Division of Institutional Advancement
  - c. University Grants
  - d. Reports to granting agencies: list agency(ies)

## C. Research/Creative Activity:

1. A brief statement of research activities and interests.
2. A complete list of publications in print, in reverse chronological order, beginning with the most recent publications (Note: School of Medicine should use the AMA format for publications):
  - a. Books and monographs
  - b. Journal articles
  - c. Chapters in books
  - d. Book reviews in professional journals
  - e. Abstracts (including those published in proceedings)
  - f. Microforms
  - g. Sound/video recordings musical scores
  - h. Art exhibitions, pictures in books, applied art
  - i. Articles in proceedings
  - j. Patents
  - k. Editorships of professional journals or books
  - l. Musical performances & productions
  - m. Theatrical performances & productions
  - n. Software development
  - o. Electronic publications
  - p. Clinical trials
  - q. Other (e.g., entries in encyclopedias)
3. Papers, creative works, etc. accepted for publication but not yet in print (attach a copy of letter of acceptance)
4. Other research publications: list title(s) and publication dates and publisher
5. Research presentations and posters: list organization, date, and title of presentation(s)
6. Participation in expert panels (include topics, meeting, date(s).
7. Visiting professorships or lectureships (include titles, place, date(s).
8. Pedagogical materials: list title(s) and publication dates and publisher
9. Scholarly activities that advance ECU's commitment to equity, diversity and inclusion
10. Grants (listed by year in reverse chronological order) in support of

## E. Professional and University Service (list by year, in reverse chronological order)

4. Service in support of equity, diversity and inclusion
5. Other professional service
6. Grants (listed by year in reverse chronological order) in support of professional service. Provide a list of all grants applied for, listing for each the source, amount requested, title, and co-investigators. Designate status: awarded (including amount awarded if different from request), pending, rejected.
  - a. Grants/proposals through Office of Sponsored Programs
  - b. Grants/proposals through the Division of Institutional Advancement
  - c. University Grants
  - d. Reports to granting agencies: list agency(ies)



# ECU Faculty Senate

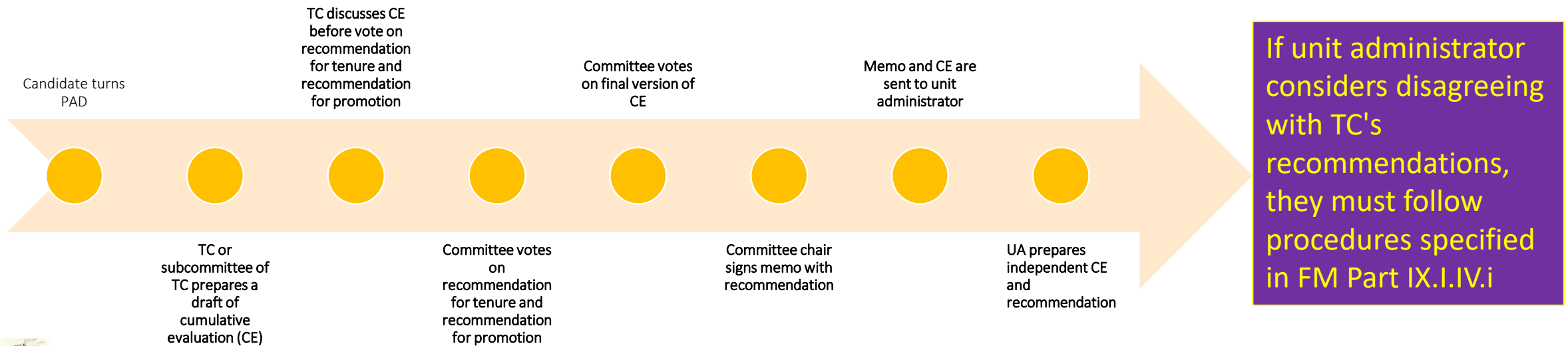
*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Cumulative Evaluation

Cumulative Evaluation ≠ Cumulative Report  
Done INDEPENDENTLY by TC and UA      Done by Candidate

The cumulative evaluation should be in narrative form. The evaluation shall be based on the candidate's Personnel Action Dossier and shall evaluate their strengths and weaknesses in light of the unit's established criteria, similar to the evaluations of Progress Toward Tenure conducted annually during the probationary term



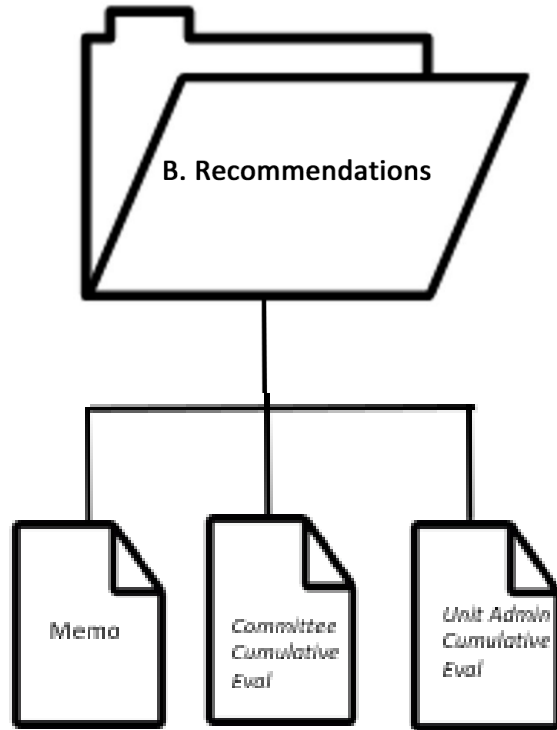
## ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

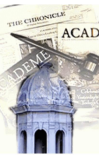


# Folder B: Recommendations

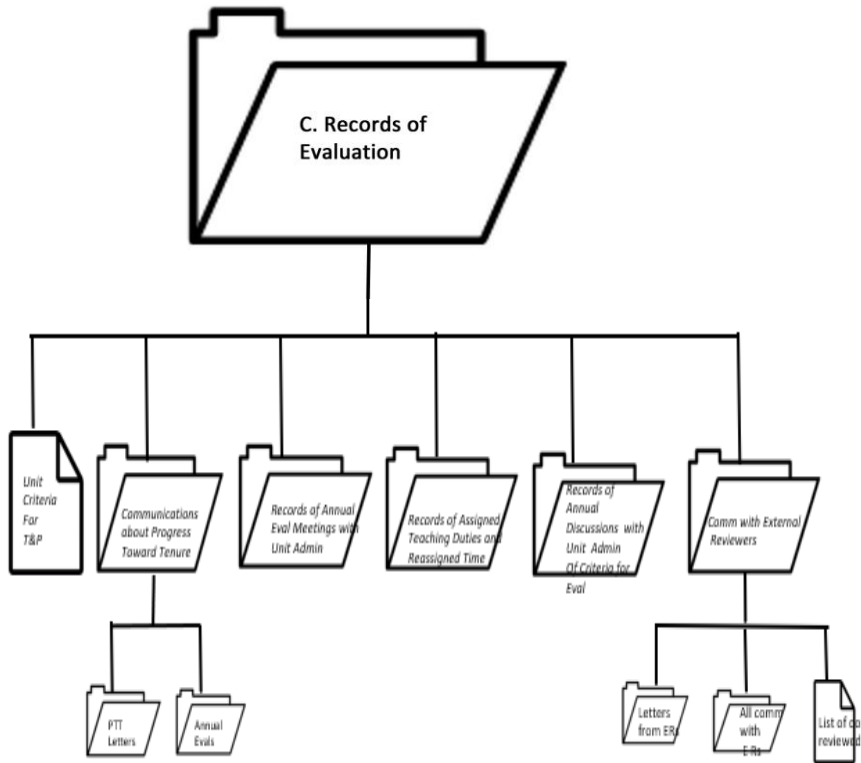


Memorandum with recommendations (added by recommender)

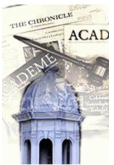
- Unit committee's recommendation, signature of the chair of the unit Personnel Committee, & date
- Unit administrator's recommendation, signature, & date
- Dean's recommendation, signature, & date
- Provost's recommendation, signature, & date
- Candidate is notified at every step



# Folder C: Records of Evaluation



- Criteria for tenure and/or promotion set forth in the **Unit Code**
- Copies of all written communications with the candidate on progress toward tenure:
  - All PTT Letters
  - All Annual Evaluations
  - Records of annual evaluation meetings with unit administrator
- Records of assigned teaching duties and responsibilities, including reassigned time
- Records of annual discussion on criteria for evaluation of faculty performance



ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# External Reviews

Make sure you adhere to FM Part IX.I.IV.D and your unit code's procedures. If your unit code is older than 2017, procedures in the FM supersede the code.

The FM requires:

**MANDATORY**

- 3 external review letters
- Reviewers must be at least at the rank to which the candidate is requesting promotion
- 1/3 of reviewers must come from the candidate lists

The unit code should specify:

- Number of reviewers above 3 that is necessary
- Qualifications for reviewers
- Conflict of interests for reviewers

The FM Part IX.I.IV.D offers guidance of what to do when:

- The list of potential external reviewers is exhausted before required number of external reviewers agree to review.
- Less than required number of confirmed reviewers submit their evaluation on time.
- More than required number reviewers submit their evaluation.



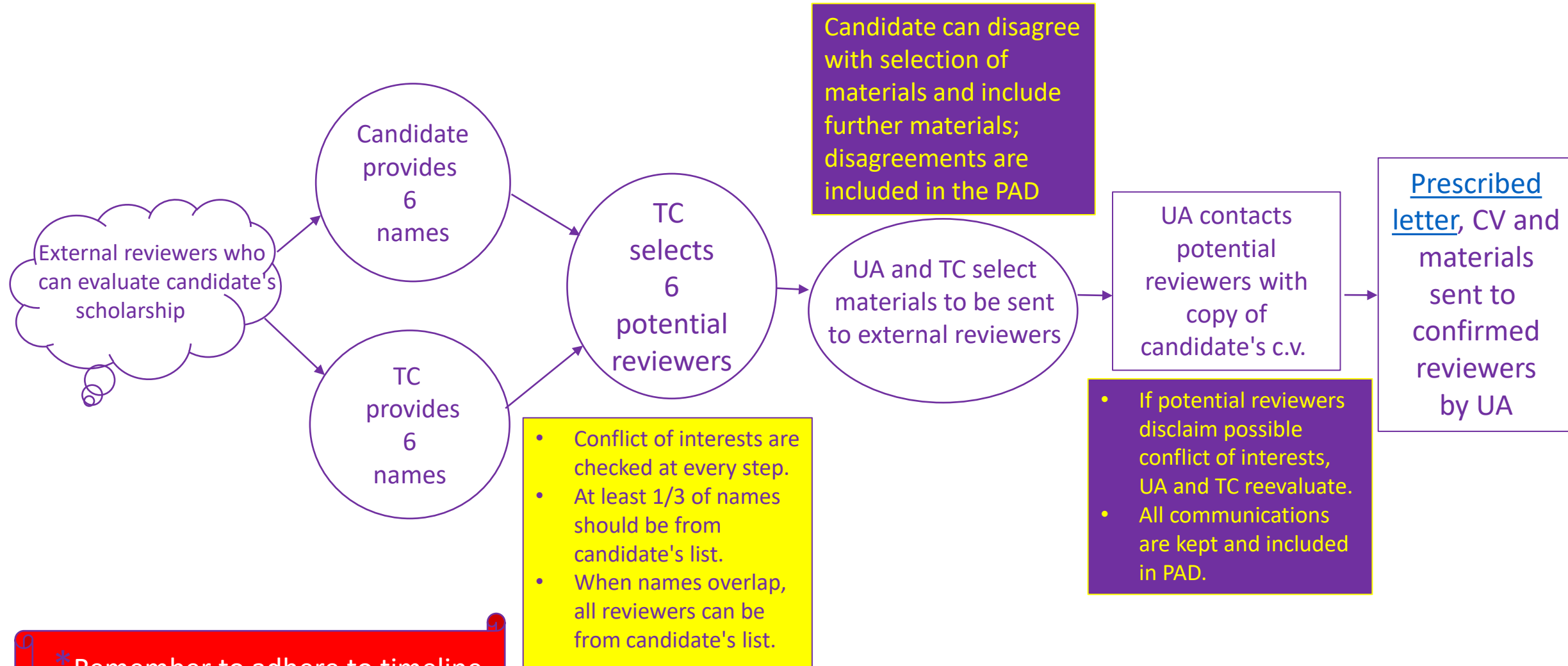
**ECU Faculty Senate**

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# External Reviews: The Process\*



\*Remember to adhere to timeline in [FM Part X.II](#)

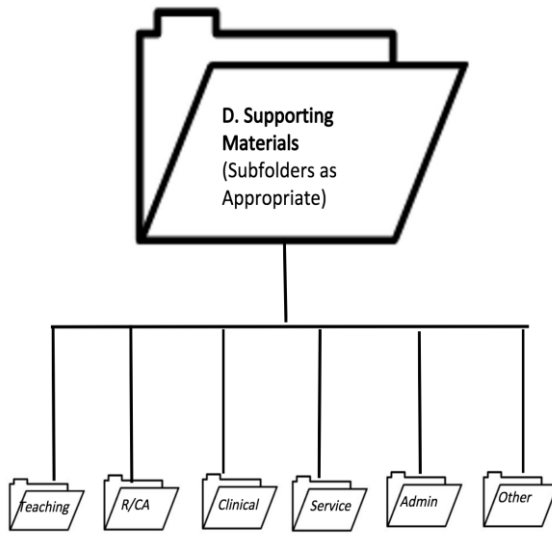


ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Folder D: Supporting Materials



<b>Seek out</b>	examples and ask for advice
<b>Consult</b>	with Unit Administrator and Chair of Tenure Committee about what to include
<b>Include</b>	an index, graphic organizer, or other resource that will help reviewers understand what supporting materials are in Folder D overall, how they are organized, and the order in which they should be reviewed.
<b>Tell</b>	A story as it relates to teaching, research, and service.
<b>Use</b>	a narrative at the beginning of each section
<b>Demonstrate</b>	reflection about your teaching, research, and service
<b>Communicate</b>	goals and corresponding actions, and
<b>Provide</b>	an opportunity to point to and tie together the sections of your PAD.

**Not sure how to craft narratives? Read these:**

- <https://www.insidehighered.com/advice/2010/11/10/your-tenure-narrative>
- <https://www.insidehighered.com/advice/2018/04/12/how-develop-cohesive-narrative-your-tenure-and-promotion-dossier-opinion>



## ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Folder D: Teaching Subfolder

## Mandatory

- SSOI (Blue) Reports (in full, not summarized). **Exception:** Spring 2020, Fall 2020, Spring 2021 ([can be used at the discretion of the instructor](#))
- Inclusion of student comments at the discretion of the candidate, **all** must be included from a given course
- Full reports from peer observation of instruction

## Documented Teaching Effectiveness

- Teaching Statement (one or two pages; maximum of three)
- Workload
  - List of courses taught, perhaps with a brief description of challenges/ rewards & terms taught
  - Mentoring and advising (theses, dissertations, honors projects, etc.)
- Instructional Materials
  - Course syllabi, assignment, projects, etc.
  - Examples of student work
- Impact
  - Honors, awards, other forms of recognition
  - Unsolicited student feedback
  - Course redesign, curriculum innovations, special projects
  - Grants in support of teaching
  - Publications focused on pedagogy (“if not classified as Scholarship in the candidate's unit or discipline”)



## Reflection on student feedback

- Explain any aberrations and steps you have taken to address identified areas for improvement; note difficulty level and response rate if appropriate



ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Folder D: Research/Creative Activity Subfolder

- Introduction to research agenda and reflection on goals and accomplishments  
Discuss the breath and/or depth of work. What has been done/plan to do?
- Selected example(s) of research and creative activity (reports, articles, photographs of work, link to materials)
- Evidence of quality and impact – citation information, forms of recognition (invited lectures, etc. ), quality of publishing venue
- Overview of grant work and impact – letters of awards, letters for unfunded grants but positive content





# Folder D: Service Subfolder

- Philosophy of Service and how it has been pursued; consider connections among teaching, scholarship, and service
- Examples of service accomplishments – professional (national, university, department), community, etc. (*Servire* Society, leadership, recognition)
- Grants in support of service activities
- Letters, materials, feedback, etc.

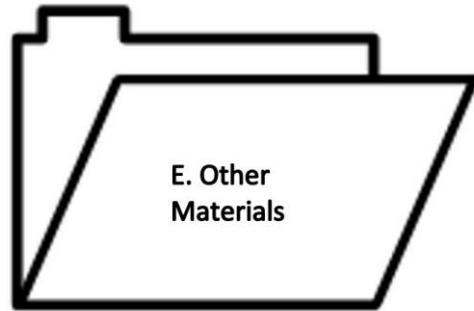


ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

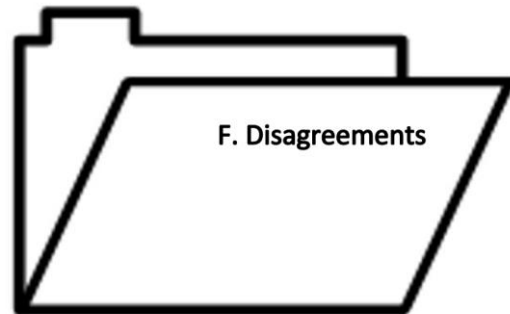
*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# Folders E and F



**Folder E – Other Material** (This folder may have nothing in it)

- Faculty member adds materials not included elsewhere
- Unit administrator and Tenure or Promotion Committee may add statement about material included





**Folder F – Disagreements** (This folder may have nothing in it).

- Faculty member disagrees with documents included in PAD by unit administrator and Tenure or Promotion Committee.
- Each party includes a statement.




# The Support: The ECU Office for Faculty Excellence

<https://ofe.ecu.edu/>



Office for Faculty Excellence

Professional Development ▾ Teaching Resources Faculty Life Research Awards ▾ About Us ▾



## Grants: Proposals, Processes, & People

Workshops to help improve your proposals and projects

Grants: Proposals, Processes, and People

Power up your grant proposals and processes with [these great workshops!](#)

• • • • • ||



-  New Faculty
-  Register for Upcoming Sessions
-  OFE Session Feedback Form



## ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# The Support: ECU Faculty Senate

<https://facultysenate.ecu.edu/>

## ECU Faculty Senate

Please join us for Faculty Convocation on Friday, August 19, 2022 (see [agenda](#)).



ECU maintains a strong, long-standing shared governance structure. The Faculty Senate has been the legislative, advisory and primary faculty governance body for faculty representation at ECU for over [50 years \(pdf\)](#). This body provides the means by which faculty are able to fulfill their responsibilities with respect to academic and educational policies of ECU.

Please feel free to stop by the Faculty Senate office, located at 140 Rawl Annex anytime and/or contact an elected [Faculty Officer](#) with any questions or concerns that you may have.

The Faculty Senate represents all faculty of East Carolina University. It is comprised of faculty members elected by the general faculty and UNC Faculty Assembly Delegates and senior administrators who serve as ex-officio members with vote. The functions, duties, and privileges of the faculty and the Faculty Senate are detailed in the [ECU Faculty Constitution \(pdf\)](#), which is contained in the [Faculty Manual \(pdf\)](#), and exercised under the authority of the University Chancellor.

**“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”**

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



Rachel Baker  
[bakerr@ecu.edu](mailto:bakerr@ecu.edu)

### Faculty Senate Resources

- [Faculty Manual \(pdf\)](#)
- [Academic Unit Codes of Operation \(pdf\)](#)
- [Frequently Asked Questions \(pdf\)](#)
- [Faculty Senate roster \(pdf\)](#)
- [Faculty Marshals](#)
- [Parliamentarian links \(pdf\)](#)
- [Faculty Counselors \(pdf\)](#)
- [University Ombuds](#)

### Index of Resolutions

- [1977-2010 \(pdf\)](#)
- [2011-2017 \(pdf\)](#)
- [2018-2021 \(pdf\)](#)
- [2022-present \(pdf\)](#)

### Full Text of Resolutions

- [1990-2010 \(pdf\)](#)
- [2011-2017 \(pdf\)](#)
- [2018-2021 \(pdf\)](#)
- [2022-present \(pdf\)](#)

We acknowledge the Tuscarora people, who are the traditional custodians of the land on which we work and live, and recognize their continuing connection to the land, water, and air that Greenville consumes. We pay respect to eight recognized tribes; Coharie, Eastern Band of Cherokee, Haliwa-Saponi, Lumbee, Meherrin, Occaneechi Band of Saponi, Sappony, and Waccamaw-Siouan, all Nations, and their elders past, present, and emerging.



## ECU Faculty Senate

**“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”**

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



# The Support: ECU Faculty Senate

## Faculty Officers



**Anne Ticknor**

Chair of the Faculty  
Professor  
College of Education  
209 Speight/140 Rawl Annex  
252-328-6400 or 6537  
[ticknora@ecu.edu](mailto:ticknora@ecu.edu)



**Mark Bowler**

Vice Chair of the Faculty  
Associate Professor  
Department of Psychology  
111 Rawl  
252-328-6283  
[bowlerm@ecu.edu](mailto:bowlerm@ecu.edu)



**Melinda Doty**

Secretary of the Faculty  
Teaching Instructor  
College of Engineering and  
Technology  
210 Sci-Tech  
252-328-9765  
[dotvm@ecu.edu](mailto:dotvm@ecu.edu)



**Amanda Haberstroh**

Parliamentarian  
Library Assistant Professor  
Health Sciences Library  
2532 Health Sciences Building  
252-744-5124  
[haberstroha17@ecu.edu](mailto:haberstroha17@ecu.edu)



# ECU Faculty Senate

*"Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university."*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*

# The Support: ECU Faculty Senate

## Academic Committees

- [Academic Awards](#)
- [Admission and Retention Policies](#)
- [Calendar](#)
- [Committee on Diversity, Equity, and Inclusion](#)
- [Distance Education and Learning Technology](#)
- [Educational Policies and Planning](#)
- [Faculty Governance](#)
- [Faculty Welfare](#)
- [General Education and Instructional Effectiveness](#)
- [Libraries](#)
- [Research/Creative Activities](#)
- [Service-Learning](#)
- [Student Academic Appellate](#)
- [Student Scholarships, Fellowships, Financial Aid](#)
- [Teaching Grants](#)
- [Undergraduate Curriculum](#)
- [Unit Code Screening](#)
- [University Athletics](#)
- [University Budget](#)
- [University Environment](#)
- [Writing Across the Curriculum](#)

## Faculty Senate Committees

- [Agenda](#)
- [Committee on Committees](#)

## Appellate Committee

[Charge \(pdf\)](#)

[Roster](#)



# ECU Faculty Senate

*“Shared governance in an academic setting is a fragile balancing act that takes place between the administration of the university and its faculty. It is the attempt by the administration and the faculty to solve problems and implement policies in a manner that benefits all the constituencies of the university.”*

*(Don Sexauer, Chair of the Faculty, Pieces of Eight, 1998)*



East Carolina University's Faculty Senate was the third senate created at an institution that is now part of the UNC system (we joined in 1971). ECU's Faculty Senate, shared governance processes, and faculty leadership are well recognized at the system level.

ECU's faculty grievance processes were utilized as examples in the development of other campus' grievance processes, and our promotion and tenure processes have influenced other campus' development of their own.