The ECU Office for Faculty Excellence and ECU Faculty Senate

Fall 2022
Anne Ticknor, Chair of the Faculty
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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

“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.”

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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
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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

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Key People

The Unit Administrator (Chair)
The Chair of Personnel Committee
Unit Senator(s)
Mentor(s)
Unit Colleagues
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<th>ECU Faculty Senate</th>
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**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.

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**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

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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
  o be in writing;
  o 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;
  o 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.

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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

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“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

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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!!!

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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

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A. Cumulative Report and PASF

B. Recommendations

C. Records of Evaluation

D. Supporting Materials
   (Subfolders as appropriate)

E. Other Materials

F. Disagreements

Tell your Story

PAD for TENURE AND PROMOTION
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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.”
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 agencies(ies)

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)

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. Endowments 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

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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.

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

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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

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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:

- 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.

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*Remember to adhere to timeline in FM Part X.II*
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**Folder D: Supporting Materials**

| **Seek out** | examples and ask for advice |
| **Consult** | with Unit Administrator and Chair of Tenure Committee about what to include |
| **Include** | 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. |
| **Tell** | A story as it relates to teaching, research, and service. |
| **Use** | a narrative at the beginning of each section |
| **Demonstrate** | reflection about your teaching, research, and service |
| **Communicate** | goals and corresponding actions, and |
| **Provide** | an opportunity to point to and tie together the sections of your PAD. |

Not sure how to craft narratives? Read these:
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
  o List of courses taught, perhaps with a brief description of challenges/ rewards & terms taught
  o Mentoring and advising (theses, dissertations, honors projects, etc.)
• Instructional Materials
  o Course syllabi, assignment, projects, etc.
  o Examples of student work
• Impact
  o Honors, awards, other forms of recognition
  o Unsolicited student feedback
  o Course redesign, curriculum innovations, special projects
  o Grants in support of teaching
  o 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
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

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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.

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**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.
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**Faculty Senate Resources**
- Faculty Manual (pdf)
- Academic Unit Codes of Operation (pdf)
- Frequently Asked Questions (pdf)
- Faculty Senate roster (pdf)
- Faculty Marshals
- Parliamnentarian 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, Saponi, and Waccamaw-Siouan, all Nations, and their elders past, present, and emerging.

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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.