The ECU Office for Faculty Excellence
and
ECU Faculty Senate

Fall 2021
Purificación Martínez, Chair of the Faculty
martinezp@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

“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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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
- 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 Appelate Provisions

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Key People

The Unit Administrator (Chair)

The Chair of Personnel Committee

Unit Senator

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.

- When obtaining Promotion, University standard salary increase.

**Fixed Term**
Subsequent appointment, Advancement in title

- Narrower areas of responsibility:
  - Teaching (and Service) *or*
  - Research (and Service) *or*
  - Clinical (and Service)

- It is possible to request advancement in title in the middle of a multiyear contract.

- When obtaining advancement in title, salary increase varies by college.

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**Faculty Employment**

### 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

### Fixed Term
- Annual Evaluation (Unit administrator)
- For each subsequent appointment: Portfolio submitted
  - Content of portfolio determined by unit
  - Peer observations most likely needed
- Recommendation for subsequent appointment (Personnel Committee to Unit Administrator)
- Contract length: 1, 2, 3 or 5 year
- In Academic Affairs, 33% percent in each college in 1-year contracts
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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Prepending your PAD: General Recommendations

ECU is moving to a permanent electronic PAD using Interfolio 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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Prepared 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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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.”

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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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Folder D: Supporting Materials

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

Not sure how to craft narratives? Read these:


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Folder D: Teaching Subfolder

Mandatory
• SSOI (Blue) Reports (in full, not summarized). Exception: Spring 2020, Fall 2020, Spring 2021
• 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

Proof of 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

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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 where no funding 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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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*

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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.
COVID-19 vaccines are available to everyone 12 and older.

Find a Vaccine Location

- Moderna (age 18+)
- Pfizer-BioNTech (age 12+)
- Johnson & Johnson/Janssen (one dose; age 18+)

https://covid19.ncdhhs.gov/vaccines

PROTÉGETE A TI Y A LOS DEMÁS.
¡VACÚNATE!