The ECU Office for Faculty Excellence and ECU Faculty Senate

Spring 2021
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Tenure and Promotion Workshop
Overview

• Peer Institutions
• Faculty Employment
• Covid 19 Extensions for Tenure and Promotion
• Progress Toward Tenure Letters
• Preparing your PAD
  • Required documents (Folders A, B and C)
  • Telling your story (Folder D)
  • Additional materials (Folder E)
  • Disagreements (Folder F)
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)

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Key People

The Unit Administrator (Chair)
The Chair of Personnel Committee
Your Senator
Your Mentor
Your Colleagues
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**Faculty Employment**

<table>
<thead>
<tr>
<th>Tenure Track Faculty</th>
<th>Fixed Term</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reappointment, Tenure and Promotion in rank</strong></td>
<td><strong>Subsequent appointment, Advancement in title</strong></td>
</tr>
<tr>
<td>• Responsibilities in all areas:</td>
<td>• Narrower areas of responsibility:</td>
</tr>
<tr>
<td>• Teaching <em>and</em></td>
<td>• Teaching (and Service) <em>or</em></td>
</tr>
<tr>
<td>• Research <em>and</em></td>
<td>• Research (and Service) <em>or</em></td>
</tr>
<tr>
<td>• Service <em>and</em></td>
<td>• Clinical (and Service)</td>
</tr>
<tr>
<td>• Clinical (if appropriate)</td>
<td>• It is possible to request advancement in title in the middle of a multiyear contract.</td>
</tr>
<tr>
<td>• It is possible to request early tenure and promotion.</td>
<td>• When obtaining advancement in title, salary increase varies by college.</td>
</tr>
<tr>
<td>• When obtaining Tenure and Promotion, University standard salary increase.</td>
<td></td>
</tr>
</tbody>
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*ECU Faculty Senate*
### 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**

#### 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

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Covid 19 Extension in Progress & Tenure Process

• One-year extension if requested. Faculty members receive adjusted Promotion and Tenure timeline. Criteria and expectations do not change, including teaching load. Official Memorandum with details [here](#).

• Faculty can include Covid-19 statements in all documents for personnel actions. Unit administrators and Tenure & Promotion committees need to evaluate candidates taking into considerations the extraordinary challenges presented by pandemic. Official Memorandum with details [here](#).

• Even if extension given, faculty can request going back to original timeline. If so, the request will adhere to request for Early Tenure in the Faculty Manual.

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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)

“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. Each PAD becomes part of the faculty member’s permanent personnel file and is not returned to the faculty member.”

Part X, Section I of the ECU Faculty Manual

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Preparing your PAD: General Recommendations

ECU is moving to a permanent electronic PAD using Interfolio

- **Fall 2021** (Tenure and Promotion)—ECU will use the current e-PAD with Teams. Information about this e-PAD is [here](#).
- **Spring 2022** (promotion to full, reappointment)—ECU will move to Interfolio

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 your 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 B: Recommendations for Reappointment
Guidelines for a properly executed Cumulative Evaluation

a) Unit administrator Cumulative Evaluation
b) Tenure Committee Cumulative Evaluation
c) Memorandum with recommendations
   • Unit Tenure Committee’s recommendation, signature of the chair of the unit Personnel .. Committee, and date
   • Unit administrator’s recommendation, signature, and date
   • Dean's recommendation, signature, and date
   • Provost/Vice Chancellor’s recommendation, signature, date
   • Candidate is notified at every step

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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
- External Reviewers:
  - All communication with external reviewers,
  - Letters from external reviewers
  - List of documents reviewed

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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 your 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>your 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>that you have been reflective and purposeful about your teaching, research, and service</td>
</tr>
<tr>
<td>Communicate</td>
<td>your goals and your 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 write these narratives? Attend OFE’s session on Best Practices in Crafting T&P statements Thursday, April 29th at 12:30

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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
  - 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

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Folder D: Service Subfolder

• Philosophy of Service and how you have pursued it; 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
- Distance Education and Learning Technology
- Educational Policies and Planning
- Faculty Governance
- Faculty Welfare
- General Education and Instructional Effectiveness
- Libraries
- Research/Creative Activities

Appellate Committees
Due Process
Charge (pdf)  Roster
Faculty Grievance
Charge (pdf)  Roster  SharePoint site
Grievance Board
Charge (pdf)  Roster
Hearing
Charge (pdf)  Roster
Reconsideration
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.