

PREPARING THE PROMOTION/TENURE FILE

Teaching Faculty

This guide reflects the judgment of the current Personnel Policy Committee of the Faculty Senate and the P&T Committee as to the materials that make a promotion/tenure file clear and understandable. The *Faculty Senate Promotion and Tenure Procedures for Faculty* document and the AAUP/BOT's *Collective Bargaining Agreement (CBA)* reflect the mandated requirements, while this guide is intended to help candidates navigate the process and is written primarily as insight and advice ONLY. Therefore, if candidates decide to make different selections for the materials to include in their promotion/tenure file, they can rest assured it will not prejudice the P & T Committee. In other words, there is no intention to contravene or contradict the CBA or the *Faculty Senate Promotion and Tenure Procedures for Faculty* document. In fact, at times we emphasize certain requirements that are detailed in those documents. The Committees hope that these guidelines will provide support for our colleagues who are applying for promotion and tenure. Therefore, all candidates should review both this guidebook and the *Faculty Senate Promotion and Tenure Procedures for Faculty* document.

When applying for promotion and/or tenure, a candidate is faced with the challenging task of assembling a promotion/tenure file that clearly documents the quality of activity in the four categories of evaluation for Faculty. The Personnel Policy Committee of the Faculty Senate and the Promotion and Tenure Committee hope this informative guide will reduce the uncertainty about what kinds of materials may be included. It also provides some advice on how to format files for the P&T process. Please read the instructions on uploading your digital file in Blackboard.

Additionally, candidates have discretion about materials included and how to categorize activities. Providing rationale for inclusion of materials in particular categories would be helpful to members of the P&T Committee. Candidates may wish to seek further guidance from others, including colleagues.

FILE FORMAT

When deciding how to assemble their files, candidates might keep in mind that the members of the P&T Committee read 50 to 60 files. To assist candidates in compiling an effective file, the following recommendations are made:

1. Only one file is required when applying for both tenure and promotion (not two separate files). If a candidate is also applying for Renewal, the file may be duplicated for review according to the Renewal Procedures (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail).
2. The **Candidate Information Form (CIF)** sets forth the file's basic information in a standardized format. The CIFs for all Faculty are posted under Faculty Evaluation/Candidate Information Forms on the Faculty Senate website. There is also a link to "Instructions on how to produce a Candidate Information Form (CIF) using either the current faculty information repository or Microsoft Word."

Candidates may choose to include a CV in addition to the CIF. However, candidates should be aware that P & T Committee practice focuses on and emphasizes the CIF; committee members are permitted to use only the CIF for reference during deliberations.

DO:

1. Include information prior or in addition to activities at Southern, if desired.
2. Reading the information is easiest if candidates use a 10-point or 12-point Font and PDF format is required
3. Place CIF in the “Required Documents” section of the promotion/tenure file.
4. Check all links provided in the CIF and make sure they work.

DON'T:

1. Writing “See Vitae” in place of a complete entry within the CIF or a complete CIF is not advised.

Please Note: If you have already completed a CIF using an earlier version of the document, you may continue to use the earlier version when updating the CIF.

3. **MANDATORY:** The promotion/tenure file must include a copy of the **original letter of appointment** from the University President (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). The copy of the original letter of appointment should be placed in the “Required Documents” section of the promotion/tenure file. Place the current evaluation letters from the D.E.C., Chairperson, and Dean in the “Letters of Evaluation” section of the promotion/tenure file.

DO:

If needed, please obtain a copy of your original appointment letter from the Human Resources Office.

4. Documents should be organized according to the five categories (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail) designated by the digital folders: ***Load Credit or the Equivalent, Creative Activity, Productive Service to the Department and University, Professional Attendance and Participation, and Any Record of Disciplinary Action.***

While it is not required, it is recommended that candidates write a narrative for each section. These narratives can provide context to the reader and synthesize the information in each section.

5. If disciplinary action has occurred, the record of this should be uploaded to the “Record of Disciplinary Action” section of the promotion/tenure file. The candidate may also upload any additional materials related to the disciplinary action.
If there has been no disciplinary action, nothing needs to be done by the candidate and the [“Record of Disciplinary Action”](#) section will be empty

and invisible to the reviewers.

6. **Years in Rank:** Years in Rank refers to the number of years in faculty appointment(s) or "substantially comparable experience" (see below). No documentation needs to be provided by the candidate for the *Years in Rank* section of the promotion/tenure file, unless there is information related to Years in Rank that needs to be communicated to the P&T Committee.

IMPORTANT: If not included in the candidate's initial offer letter, a candidate wishing to apply for promotion with prior full-time experience in the same rank at another institution or professional setting can add this experience to their "Years in Rank" calculation and do not need to submit an application to the P & T Committee for eligibility for promotion on the basis of substantially comparable experience. This prior experience would be clearly documented in the Candidate Information Form (CIF) and is usually referenced in the prior evaluations.

However, candidates who do *not* have the required number of years in rank to apply for promotion, and who decide to apply for promotion on the basis of "substantially comparable experience" (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail), are encouraged to include supporting evidence (submitted with their application to the DEC). The P&T process is evidence-based in the sense that candidates applying for promotion typically include documentation of the quality of activity in the five evaluative categories, year-by-year, for each of the required years of eligibility. The lack of any documentation for a year, or for years of eligibility, could disadvantage a candidate in a process that is so dependent on the documentation provided by the candidates. Further, candidates who apply for eligibility for promotion on the basis of "substantially comparable experience" are encouraged to articulate their experience--to the greatest extent possible--in terms of our five contractual categories of evaluation (i.e., credit load; creative activity; service; professional attendance and participation) in order to clearly explain the ways in which the experience was comparable to activity in the required years in rank. Similarly, the DEC's are encouraged to use this -category evaluative framework in its written report with supporting reasons.

7. **MANDATORY:** *Dates of all activities and/or publications must be included* (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). Therefore, candidates should include **complete information** for all entries, whether in the CIF or other materials. For example, dates should be provided for each creative activity (whether under review or published), reassigned-time award, committee membership, conference presentation, sabbatical leave, etc.; locations should be provided for all events, such as professional association meetings, exhibitions, conferences, etc.

DO:

Put items within each grouping in chronological order, starting with the most recent entry.

8. If a department uses the standard **student opinion surveys (SOS)**, **it is recommended that candidates include the university-tabulated summaries for a period of two years (four semesters) prior to the application.** If the candidate deems it desirable, the candidate may choose to include additional semesters. If a department has approved its own written evaluation instrument, the candidate may provide that in lieu of the University-issued student opinion surveys.

Please note that the current University-issued student opinion survey is not required by our AAUP contract (CBA 4.11.7 and 4.11.8). Departments or individual faculty members may develop their own written evaluation instruments, but these must be approved by the department. In addition to the approved instruments, “it is understood that members may use evaluation forms in addition to the approved instrument” (CBA 4.11.9). A department-specific assessment instrument may better represent the pedagogy appropriate to the candidate’s discipline or field. Further, candidates may add their own individual evaluation instruments. These instruments may represent their own pedagogy and classroom culture more effectively.

Candidates are encouraged to include additional evidence of teaching, such as reports from classroom (peer) observations conducted by the DEC.

9. Abbreviations commonplace in a discipline may not be understood by outsiders, or may be confused with some other interpretation. Phrases or terminology particular to a field or discipline should be explained in a sentence or two; acronyms should be spelled out at their first mention.
10. If the file includes materials in a foreign language, a translation of the important elements, such as the abstract of a journal article, is helpful.

As candidates work on their files, they should emphasize significant accomplishments over those of lesser importance at the candidate’s discretion. In promotion files, candidates should give special emphasis to accomplishments since the last promotion. Most importantly, the P&T Committee will consider all files as honest and ethical statements of what the candidates have accomplished and how they have contributed to SCSU and to the profession.

NOTE: The *Faculty Senate Promotion and Tenure Procedures for Faculty* document includes the dates for sealing the files (in the calendar). A written email memo will be sent to candidates later in the semester reminding them of the closing of promotion and tenure files. It is to the candidate’s advantage to have all relevant and necessary materials in the file by that date. Candidates are allowed to add documentation to the file at any time (e.g., at the “sealing of the file” and at the Interview), but after the beginning of the deliberations it is difficult to ensure that P&T Committee members will see any information that would be added. By that time, the files have already been reviewed. Therefore, while information can always be added to the file, the P&T Committee recommends adding only documentation not available to the candidate earlier (e.g., notice that a publication was approved after the “sealing of the file” date). If material is added to the file following the beginning of the deliberations, the P & T Committee cannot guarantee the material will be reviewed. If candidates add documentation to the file following the “sealing of the file” date, they shall notify the P & T Committee Chairperson of this action (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). All candidates should ask any references to submit letters of support early in the process, which should be sent to the candidates themselves for uploading in the file.

DOCUMENTING THE CRITERIA

The P&T file should contain information that reflects the criteria required for promotion and/or tenure, according to both the AAUP/BOR’s *Collective Bargaining Agreement* and the *Faculty Senate Promotion and Tenure Procedures for Faculty*. The P&T Committee’s recommendations are based on its evaluation

of how well the candidate fulfilled the criteria in the first four of the six categories (the fifth category – Years in Rank-is automatic and the sixth category is considered by the P&T Committee only if there is a record of discipline in the candidate's file). This evaluation procedure is explained in detail in the Senate Procedures document on promotion and tenure and should be carefully read by all candidates.

The following section is divided into the six categories the P&T Committee must consider (the weight given each category in the initial mathematical evaluation appears in parenthesis). This section also contains general suggestions about the types of materials to submit in the designated folders to document effectiveness. These suggestions are in no way all-inclusive. Depending on the candidate's primary job responsibility and/or academic discipline, materials and exhibits other than those listed as examples here may more effectively document their work.

In the appropriate categories letters of support are encouraged. Given the "recusal rule," candidates should consider obtaining letters of support that would clarify the context and significance of the candidate's performance or achievement in any or all categories. (Please note the following passage in the *Faculty Senate Promotion and Tenure Procedures for Faculty* document pertaining to the recusal rule: P&T "Committee members from a candidate's department are allowed to vote on that candidate, but must recuse themselves from any discussion or comment on the candidate or the candidate's file in any context for the entirety of the candidacy year, including that candidate's interview, deliberations by the Committee (including reconsiderations and meeting with the Provost) and appeals to the President" (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail).

1. Load Credit or the Equivalent (weight = x10)

The performance of primary load credit assignment, or of its equivalent, receives the most weight in P&T recommendations. Candidates should provide evidence to demonstrate how well they carry out their job responsibilities.

Candidates engaged in teaching activity are encouraged to include at least two academic years (four semesters) of Student Opinion Surveys in their file. Inclusion of summer or winter intersession student opinion surveys is at the candidate's discretion.

Note: In recent years candidates have received their Fall semester Student Opinion Surveys or equivalent prior to the interview. The surveys may be discussed at the interview and uploaded to the file at that time.

Because the P&T Committee recognizes that no one way of teaching is paramount, it is very helpful to begin this section of the file with a brief explanation of the candidate's approach(es) to pedagogy/teaching philosophy.

For those candidates who have any non-teaching assignments as all or part of their credit load, an explanation of responsibilities and how they are met is particularly vital in this category (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). **Inclusion of a performance evaluation of any non-teaching assignments is recommended.**

Some examples of materials to document teaching effectiveness are:

Selected course syllabi
Peer evaluations based on classroom observations or comparable experiences
Statements from colleagues who have reviewed the candidate's teaching materials
Evidence of awareness of current development in the field
A brief self-evaluation
Student/alumni letters, preferably non-solicited
Syllabi and rationale for any new courses created
Assignments given to students
Assignments finished by students (including a range of quality)
Copies or explanations of attempted teaching innovations
Handouts or worksheets developed by the candidate
Statement of teaching goals for next five years
Explanation of efforts taken to improve teaching
University-tabulated Student Opinion Surveys; in addition, or alternatively, a department-approved written course evaluation instrument

MANDATORY: *Candidates are required to provide information regarding credit load data at least for the years in rank required for eligibility for promotion to the desired rank. The Candidate Information Form (CIF) provides the desired format for this information. Please list the course number, title and credit hours for each course taught.* If you received reassigned time for research or other administrative activity, please provide sufficient explanatory detail in the CIF concerning the activities supported, as well as supporting documentation in the file. This is significant information for the P&T Committee because load credit is the highest weighted category in the evaluation process. Also list each non-teaching activity that received load credit (e.g., administrative, research, curriculum development, field work, library services, counseling, coaching, etc.), semester by semester.

It is recommended that candidates list any activities for which load credit was received in category 1, because this category has a weighted value of x10. However, it may be appropriate to list activities in more than one category. The P&T Committee realizes that these are complicated and imperfect distinctions. Inclusion of explanations for the candidate's selection of materials for specific categories will be helpful to the Committee.

Similarly, both student advising and teaching-related committee work/activities are usually considered as part of category 1, but candidates may want to list them elsewhere (i.e., category 3, or another category as applicable).

Candidates who receive credit for administrative activities (such as chairing a department or coordinating a program) should also include performance information on these responsibilities.

2. Creative Activity (weight = x5)

The P&T Committee interprets this category quite broadly because it recognizes that the quality of "creative activity" is to some extent defined by the candidate's own discipline and/or professional interests. Because the P&T Committee is, by definition, representative of different colleges/schools and departments, it helps if all creative activity is communicated in a manner that people outside the

candidate's discipline can understand and appreciate both the **importance** of the activity within the candidate's discipline and the **candidate's role/contributions** to the activity. Explanations of these two areas, the importance of the activity and the candidate's role/contributions to the activity, from others (for example within the DEC and Chair's evaluation reports, or other letters of support) would be helpful to the Committee. Evidence of creative activity appropriate to one's field could include such activities as (non-exhaustive list: evidence of other contributions are welcome):

Publications

Papers presented at professional conferences
Exhibition or performance of artistic works

Authorship of funded and unfunded grant proposals (whether SCSU, System-wide, or outside)
Design or implementation of professional workshops, materials/instruments

Creation of computer programs

Development of classroom or department/inter-department materials

Presentation of creative activity to the department or university
Participation on panels

Case writing

Software development

Copies of many kinds of creative activity may be uploaded to the candidate's file. Please indicate in the file and on the required CIF whether any creative activity went through a refereed process. It is helpful to the Committee to provide information about a journal or other venue in which the candidate has published an article, because the P&T Committee will, in most cases, not be familiar with specific journals in specific fields. Any current work in progress should be clearly identified as such. If any reassigned time was awarded for creative activity, it should be uploaded in category 1 and if it appears again in this category a rationale for its inclusion in two categories should be provided (e.g., sabbatical activities). If the candidates are co-authors or contributors to an activity or publication, they should describe their contribution in detail.

For a **book**, for example, it is recommended that the candidate creates a document containing at least a copy of: (1) the title page, (2) the table of contents, and (3) one chapter. When the evaluation process begins, the candidate may also place a copy on reserve in Buley Library.

For an **article**, for example, a scanned PDF copy of an **article** may be uploaded. In place of a scanned copy of an article, the candidate may also use a weblink (i.e., a permanent link/DOI). Be sure to use the entire URL (i.e., http....) when creating the link. The most reliable method is to open the URL, copy the URL from the browser address bar into the Create Web Link box, and then test the link to ensure it is working. Uploading published documents is recommended to avoid issues if the library does not subscribe to the resource.

3. Productive Service to the Department and University (weight = x4)

The *Faculty Senate Promotion and Tenure Procedures for Faculty* document weighs this category almost as much as category 2. The P&T Committee finds evidence about the quality and extent of the

candidate's service, including a brief personal statement, especially helpful in evaluating this category. Service includes, but is not limited to, the following:

Program and Departmental committees and activities
College- or School-wide and University-wide
committees and activities
Programmatic self-study and evaluation
Reviewer, reader, member of thesis or dissertation
committee

Letters from others involved in the Service activity are one way to help document the constructive participation of the candidate. If any service is compensated with reassigned time, it should be so noted and, unless explained otherwise, entered into category 1. To help the P&T Committee understand and appreciate the candidate's service, explain both the **importance** of the service and the candidate's **role/contributions** to it.

4. Professional Attendance and Participation (weight = x2)

Professional activities in the candidate's field fall under this category. Activities reflect staying current in one's discipline (in the role of the recipient of information, rather than the deliverer/presenter of information). If a candidate engages in an activity wherein their role is the presenter or deliverer of information (e.g., presenting a paper, running a workshop) inclusion with rationale in Category 2 is common, but may be included here. A few examples of the types of activities that may be included are:

*Attendance at lectures/
workshops/webinars/other
professional development activities*
*Attending
/ participating in Consultations*
*Conference attendance
and engagement*
*Professional
memberships*
Professional offices held
*Referee/evaluation of scholarly work for a publisher or
conference*
Community service of a professional nature
*Continuing education related to earning/maintaining
credentials, licenses, and professional certificates*
Activism in one's discipline
*Service to Discipline / Professional Associations,
leadership roles, chairing committees in the
discipline*

5. Years in Rank (weight = x1)

Candidates will automatically have the number of years in rank at SCSU past the eligibility point (for

Promotion) added to their total scores (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). **Because awards of promotion and tenure take effect at the beginning of the following academic year, candidates should include the current year in accounting for years in rank on the Candidate Information Form (CIF).**

6. **Record of Disciplinary Action** (weight = -1) - weighting refers to the scoring outlined in the procedures document, it is not implying importance

A record of disciplinary action is formal documentation within the candidate's personnel file, having arrived in the file following contractual procedures. Candidates shall examine their personnel file at the beginning of the process. (See III.B.1 of Procedures Document) So, candidates will have prior knowledge of a record of disciplinary action in their personnel file by virtue of having participated in the contractual procedures. A copy of any record of disciplinary action currently in the candidate's personnel file that is not scheduled to be removed prior to the end of the review process, shall be placed into the P&T file by the candidate in this category. As specified in the *Faculty Senate Promotion and Tenure Procedures for Faculty*, the Office of Human Resources shall make available the candidate's personnel file to the DEC. The candidate may choose to provide information about the circumstances of the disciplinary action that they would like the P & T Committee to consider.

“THE CLOSING” (Sealing of the File)

Sealing of the file is scheduled for the last two (2) days of Finals Week. It is strongly recommended that candidates examine their files at this time. Besides ensuring that the content is still in the desired order, candidates are allowed to add additional documentation to their files.

IMPORTANT: During the Closing period, candidates will be reminded that they will be able to sign up for an interview with the P&T Committee.

The P&T member(s) at the Closing will help verify that all the required materials are submitted. **Candidates should consider it part of their responsibility to ensure that the DEC, Chair, and Dean have adhered to the requirements for their evaluation reports, including recommendation language, described in the *Faculty Senate Promotion and Tenure Procedures for Faculty* document.** This should be done prior to the sealing of the file. However, if the prior evaluators fail to follow the correct format even after the candidate so requests, the P&T Committee will still accept the file for consideration.

THE INTERVIEW

Candidates may sign up for an interview as prompted by the P & T Committee. If a candidate misses the opportunity to sign up for an interview and desires an interview, they should contact the Chairperson of the P&T Committee. Efforts are made to accommodate everyone who desires an interview. Those signing up late will obviously have less choice of dates and times.

The interviews are scheduled in 20-minute blocks during the first week of the Spring Semester. To use their time wisely, candidates should think beforehand about the aspects in their file, *in the six evaluative categories*, they would like to highlight or clarify. In addition, candidates should apprise the P&T Committee of recent events or developments. At this time, candidates may upload documentation of

recent or new activities to their files. Candidates are reminded to notify the chair of the P & T Committee if additional information is added to their file (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail). P & T Committee members present at the interview may ask questions of clarification. Candidates may also discuss and upload their Fall semester Student Opinion Survey or equivalent, if not already included in the file.

Each interview will be conducted by a few members of the P&T Committee, who will report back to the entire committee during deliberation on the file.

RECOMMENDATION LETTER FROM THE P&T

Recommendation letters are usually sent out on or before March 5th.

FINAL WORDS

Aspects of the promotion and tenure process are described in detail in the AAUP-BOT's *Collective Bargaining Agreement*, the *Faculty Senate Promotion and Tenure Procedures for Faculty* sent each September, and the *P&T Committee Procedures* document. The P & T Committee strives to follow these documents to the letter while still adhering to the spirit of them. Candidates can be assured each and every file is given full consideration. Once again, these present guidelines are not intended to contravene or contradict the CBA or the Senate document on promotion and tenure but rather to provide helpful advice to candidates about preparing their files.