

PREPARING THE PROMOTION/TENURE FILE

Coaches Only

When applying for promotion, a candidate is faced with the difficult task of assembling a promotion file that clearly documents the quality of activity in the four categories of evaluation for Faculty. The Promotion and Tenure Committee hopes this brief guide will reduce the uncertainty about what kinds of materials should be included. It also provides some advice on how to format files for the P&T process.

This guide reflects the judgment of the current P&T Committee as to what makes a file clear and understandable. Although it mentions some of the requirements mandated by the Senate document on promotion and tenure and by the AAUP/BOT's *Collective Bargaining Agreement*, this pamphlet is written primarily as advice. Therefore, if candidates decide to follow some other format, they can rest assured it will not prejudice the committee.

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 P&T Committee makes the following recommendations.

1. Only one file is required when applying for both tenure and promotion.
2. Consonant with the requirement in the Senate P&T document the Senate has designed a **Candidate Information Form (CIF)** to set 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 digital measures or Microsoft Word (beta)." Reading the information is easiest if candidates use a 10-point or 12-point font. Writing "See Vitae" in place of a completed entry or a completed form is not advised.

Please Note: If you have already completed a CIF using an earlier version, you may continue to use that version.

3. **MANDATORY:** *The file must include a copy of the original letter of appointment from the University President. The current evaluation letters from the D.E.C., and Director should be placed in their designated folder. (Please obtain a copy of your original appointment letter from the Human Resources Office.*

4. Documents should be organized in the designated digital folders: ***Administration and Conduct of the Assigned Sport, Relationship with Student Athletes, Record of Student Athletes in Competitive Performance, Service to the Department and the University, and Any Record of Disciplinary Action.*** If disciplinary action has occurred, the record of this should be uploaded in the appropriate digital folder. If there has been no disciplinary action, nothing need be done and the folder will be invisible to the reviewers. No documentation need be provided for the fifth category, *Years in Rank*, unless there is some situation that needs to be communicated to the P&T Committee.

IMPORTANT: 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” (see III.C. application to the DEC), are *encouraged* to include their “supporting evidence” (submitted with their application to the DEC). The P&T process is evidence-based in the sense that candidates for Promotion typically include documentation of the quality of activity in the four 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, the P&T Committee encourages candidates who apply for eligibility for promotion on the basis of “substantially comparable experience” to articulate their experience—to the greatest extent possible—in terms of our four contractual categories of evaluation (Administration and Conduct of the Assigned Sport, Relationship with Student Athletes, Record of Student Athletes in Competitive Performance, and Service to the Department and University) in order to clearly explain the ways in which the experience was comparable to activity in the required years in rank. Similarly, the P&T would encourage the DEC to use this four-category evaluative framework in its written decision with supporting reasons. Once again, these are suggestions we would like to offer our colleagues in this area of the process.

5. **MANDATORY:** *Dates of all activities and/or publications must be included.* Also, the P&T Committee requests **complete information** for all entries. That is, dates should be provided for each publication, leave, committee, conference, etc.; locations should be provided for all events, such as meetings, exhibitions, conferences, etc. Where appropriate, the title or topic and the audience for an event should be included. The items within each grouping should appear in chronological order, starting with most recent entry.

In other words, entries should appear as they would in a curriculum vitae (regarding a publication), or in a published reference, and according to the style appropriate to the field.

6. If you have taught a credit-bearing class, it is recommended that you include the university-tabulated summaries and the bubble sheets for a period of two years prior to your application. If you deem it advisable you may choose to include additional semesters. If your department has approved its own written evaluation instrument you 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. Departments 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 your discipline or field. Further, you may add your own individual evaluation instruments. These instruments may represent your own class culture more effectively.

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

7. Phrases or terminology particular to a field should be explained in a sentence or two; acronyms ought to be spelled out at their first mention. Abbreviations commonplace in a discipline may not be understood by outsiders, or may be confused with some other interpretation.
8. Instead of an entire newsletter or magazine, a photocopy of just the essential material pertaining to the candidate should be provided. One document indicating the candidate’s claim is sufficient – other documents should be included only if they provide new information.
9. 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. For example, a candidate appointed to a committee who rarely if ever had to go to meetings might think twice before listing this activity. 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 Senate document on promotion and tenure 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 able to add documentation to the file at the "Closing" and at the Interview, but after the beginning of the deliberations it is difficult to ensure that P&T members will see any information that would be added. By that time, the files have already been reviewed. Therefore, the P&T does not recommend adding documentation following the beginning of the deliberations. All candidates should ask any external references to submit letters of recommendation 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, according to both the AAUP/BOT's *Collective Bargaining Agreement* and the Senate document on promotion and tenure. The P&T Committee's decisions are based on its evaluation of how well the candidate fulfilled the criteria in the first four of the six categories (the fifth category is automatic and the sixth is only if there is a record of discipline in the candidate's personnel file). This evaluation procedure is explained in detail in the Senate document on promotion and tenure.

As the candidate's P&T file should be, this section of the pamphlet 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.) It also contains general suggestions about the kinds of materials to submit in the file as documentation of effective performance. 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.

1. Administration and Conduct of Assigned Sport(s) (weight = 10) **(Load Credit or the Equivalent)**

The performance of primary load credit assignment, or of its equivalent, receives the most weight in P&T decisions. Although it is often difficult to document the quality of performance, candidates should try to provide various objective measures to clarify how well they carry out their job responsibilities.

Candidates shall provide a summary description of their involvement in adherence to

institutional policies and applicable external rules governing the sport(s), fund raising, budget management, general program organization and administration. A performance evaluation should be developed and included in the file for these activities.

Candidates engaged in teaching activity are encouraged to include at least the last four semesters' student opinion surveys in their file. 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 other non-teaching assignments as all or part of their credit load, a brief explanation of responsibilities and how they are met is particularly helpful in this category. A performance evaluation should be developed and included in the file.

Mandatory: *Candidates are required to provide the P&T Committee with credit load data for at least the years in rank required to eligibility for promotion to the desired rank. The Candidate Information Form (CIF) provides the desired format for this information.* Please list the title and credit hours for each sport or activity. Also list other activity that received load credit (administrative, teaching, research, curriculum development, field work, library services, counseling, coaching, etc.) semester by semester.

Generally, the results of any activity given reassigned time fall under category 1, so the same results should not be entered in a second category. For example, grants or research that received reassigned time should not be included under creative activity. But if work begun or completed under reassigned time extends beyond the time allotted and the candidate enters the results in another category, then a brief explanation is very helpful. The P&T Committee realizes that these are complicated distinctions, so it will trust the candidate's judgment in this area.

Similarly, both student advising and sport-related committee work/activities are usually considered as part of category 1, but candidates may want to list them elsewhere.

Remember: 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. Relationship with Student Athletes (weight = 5)

Candidates should provide brief quantitative and qualitative information on recruitment of qualified student athletes, maintenance of acceptable graduation rates as established by the institution and team management. Testimonials from student athletes and

colleagues should also be provided.

3. Record of Student Athletes in Competitive Performance (weight = 4)

Candidates need to provide information on program development and record of successful competitions. Candidates should provide Win/Loss records for the at least the last two seasons. Competitions should be identified as to whether they fall within or outside the regular season. It would be helpful to indicate if competitions are with Universities in the same conference and/or division.

4. Productive Service to the Department and University (weight = 2)

The P&T Committee finds any 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:

Departmental committees and activities
School-wide and University-wide committees and activities
Programmatic self-study and evaluation

Letters from others involved in the 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.

5. Years in Rank (weight = 1)

Candidates will automatically have the number of years in rank at SCSU past the eligibility point added to their total scores. Because awards of promotion 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.

6. Record of any Disciplinary Action (weight = - 1)

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. The candidate may choose to provide information about the circumstances of the disciplinary action that he or she would like the evaluators to consider.

THE CLOSING

Sealing 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 and to sign up for an interview with the P&T Committee.

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

P&T members 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 and Director have adhered to the requirements for their letters, including recommendation language, described in the Senate document. However, if the 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 during the two days set aside for closing files. After those dates, candidates desiring an interview should contact the Chair of the P&T Committee. Efforts are made to accommodate everyone who wants 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 points in their file they would like to highlight or clarify, or whether they would like to apprise the P&T Committee of some recent events or developments. Candidates should probably prepare for a 10-minute presentation. Committee members often use the last 10 minutes to ask questions to clarify the candidate's file.

The members of the P&T Committee who attend each interview report back to the whole committee on what transpired.

RECOMMENDATION LETTER FROM THE P&T

Recommendation letters are usually sent out on March 4th.

FINAL WORDS

Aspects of the promotion process are described in detail in the AAUP-BOT's *Collective Bargaining Agreement*, the Senate document on promotion and tenure sent each

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September, and the P&T Procedures document. The 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.