

Overview

- Policy/procedure overview
 - **Three documents: three levels of review**
- Important considerations
- Recommendations
- Resources

Promotion, Tenure, and Evaluation (PTE)

Information Session for New Faculty
Spring 2017

Key Points

- Annual performance review required for all employees
- Tenure and promotion evaluation is one part of a system of performance reviews
- In most cases, tenure and/or promotion follows logically from prior annual, third year, post-tenure reviews
- Procedures and standards vary across departments and colleges
 - **Make sure to follow appropriate guidelines and timelines**

Initial Appointment Letter

- Date for promotion/tenure consideration
 - Usually 6 years for tenure-track assistant professors
 - Within 3 years for faculty hired with previous relevant experience
 - Professor of practice appointments are 1-5 years
 - Indicated in **appointment letter**
- Specific job responsibilities – *follow your job description*
 - 40% teaching, 40% research, and 20% service
 - 75% teaching, 25% research
 - ...

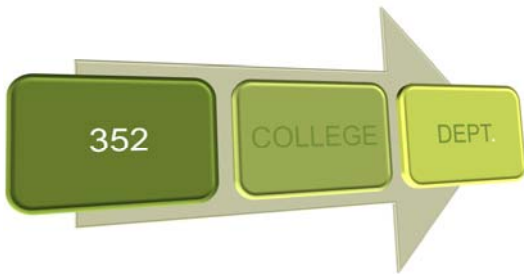
Moving Through the Ranks

- Assistant to Associate to Full Professor
- Lecturer to Senior Lecturer
- **All faculty are reviewed**
 - Annual reviews
 - Third year review
 - Final tenure review in the sixth year
 - Post tenure review

PTE Principles at NDSU

- Discipline-specific criteria are in department documents
- Peer review: *Internal/external faculty colleagues*
- Administrator review: *Department chair, dean*
- **Three levels of review:**
 - Department PTE committee and chair
 - College PTE committee and dean
 - University (Provost, President)

PTE Policy



PTE Policy Documents

- **Policy 352:** Umbrella document
- **College PTE:** Framework for department documents
 - Shared definitions and expectations
 - Outline of departmental responsibilities
 - Process and procedures including third year review, non-renewals
- **Department PTE:** Discipline-specific document

Annual Review

- Conducted for all faculty by the department chair
 - Performance during the last calendar year
 - **Progress towards promotion/tenure**
- Department PTE committee and/or dean may also provide annual review
- Used for merit raises
- Faculty sign and indicate they read the review

Third Year Review

- Usually in early spring of third year
- Portfolio to department chair and PTE committee
- **Procedure same** as final year; no external letters
- Recognize/reinforce areas of strength & weakness
- **Helps prepare** for promotion and tenure
- *Any extension granted prior to the third year review delays the review by an equal period*

The Portfolio*

NDSU Guidelines for Promotion and Tenure
(available from Provost's website)

- By candidate
 - **Part I** (Checklist, A-L)
 - **Part III** (Current CV)
 - Supplemental Materials – separate binder
- By others (committees, dean, chair)
 - **Part II**
 - ✓ Recommendations
 - ✓ Letters of Evaluation

The Portfolio – Part I

CHECKLIST

- | | |
|--|--|
| A. Cover Page | H. Research, Creative, and Professional Activities |
| B. Table of Contents | I. Service |
| C. Appointment Letter and Position Description | J. Awards and Honors |
| D. Academic Background | K. Unit PTE Criteria |
| E. Academic Experience | L. Annual and Third Year Review Report |
| F. Statement of Context | |
| G. Teaching, Advising, Curriculum Development | |

Supplemental Materials

- Submitted only upon request
 - **Publications** (articles, books, manuscripts)
 - Evaluations of research/creative activities and service
 - Copies/examples of course syllabi/course materials
 - Evaluations of teaching
 - Letters of professional recognitions for awards/honors
 - Verifications of creative performances/exhibits

Procedure for New Information

- Occasionally it may be appropriate to amend the portfolio when significant new information becomes available after the portfolio submission deadline:
 - Additional materials **must pertain to information or material already in the portfolio**, such as pending publications or grant proposals
 - College dean and PTE committee must agree to the addition

Department Level Review

- Department PTE committee and chair review portfolio
- PTE committee votes and makes recommendation
- Chair makes a recommendation
- Candidate has right to **comment within 14 days**

College Level Review

- College PTE committee and dean review portfolio (including dept. chair/PTE committee letters)
- College PTE committee votes and makes recommendation to Provost
- College dean makes recommendation to Provost
- Candidate has right to **comment within 14 days**

University Level Review

- Provost reviews all portfolios and department and college level recommendation letters
 - Solicits input from a **nonvoting advisory committee**
- Provost makes recommendations to the President
- President makes final decision in all cases
- Positive decisions for tenure are forwarded to State Board of Higher Education for final approval
- Negative decisions can be appealed

Appeals

- Appeals of periodic reviews are made by requesting a reconsideration by the evaluating party. If not satisfied, may initiate grievance process pursuant to NDSU Policy 353
- Appeals of non-renewal and non-promotion decisions are pursuant to NDSU Policy 350.3

Extension of Probationary Period

- Prior to the sixth year, extension may be requested based on personal or family circumstances
 - Maximum of 3 year extension, in one year increments
 - **Written request** is reviewed and approved by the Provost
 - Extension due to birth/adoption is automatic (*written notification*)
 - Denial of an extension may be appealed under NDSU Policy 350.4

Impact of Extension of Probationary Period

- **Expectations** of performance during the probationary period **do not increase** as a consequence of extension of the probationary period

PTE Criteria

- For **probationary faculty**, the basis for review shall be the PTE guidelines and **criteria** of the academic unit which were provided to the candidate **at the time of the candidate's appointment to the position**
- Tenured candidates for **promotion to professor** are evaluated by the **criteria in effect at the time of application**

Resources

- Your department chair/head
- Your department and college guidelines
- Policy 352
- NDSU Guidelines for Promotion and Tenure
- Your mentors
- *Promotion to Professor Panel Sessions*
- *Faculty Luncheons, Peer Review of Teaching, Faculty Development Conference*
- *Gear Up for Grants*
- **Digital Measures** (*use to creating portfolio*)

Recommendations

- Become familiar with **University, college, department guidelines for PTE**
- Be sure to know department/college **expectations** related to scholarly productivity and grant funding
- Get readiness feedback from department head
- Work to **address any problems** identified in annual reviews, third year review

Recommendations, continued

- Statement of context for third-year review provides an opportunity to **reflect on the focus** that is emerging in your work
- **Focus on your work**, not "getting promoted" - you control the decisions about work, not promotion
- You will be reviewed by everyone
 - **Use criticism for improvement**
- General advice: patience and persistence!

Recommendations - Portfolio

- Create a **collection system** for evidence of activities in teaching, research and creative activity, and service
 - syllabi, grant applications, results of committee work
 - Keep track of your professional development activities
- **Prepare** your portfolio **with care**
- Identify external reviewers (*do not contact them*)

Recommendations - Teaching

- Invest early on your teaching
- Attend presentations on teaching & learning
- Arrange **peer reviews** of your teaching
- Collect, summarize, and analyze **student evaluations** to identify areas for improvement

Recommendations – Research

- Self-advocate; ask for resources, support, and recognition effectively
- Ask department head/ senior colleagues to recommend you for seminars at peer institutions, for grant review committees, for awards
 - It is ok to ask people: if they do not want to support you, they will find a way to get out of it
- **Transition** from conducting the research yourself to **advising students** to conduct research
- Finish your publications from prior work

Recommendations – Service

- Be intentional in your service activities
- First few years, limit your service activities to
 - Professional service
 - Department
- **Be a good citizen**; avoid departmental politics
- Always act professionally, **keep long-term interactions in mind**

Other Resources

- University of Arizona ADVANCE. 2009. Promotion Tips and Strategies for Assistant and Associate Professors.
<http://diversity.arizona.edu/sites/diversity/files/advicefromothers.pdf>
- Entering Mentoring A Seminar to Train a New Generation of Scientists, Handelsman, et al.,
http://www.hhmi.org/sites/default/files/Educational%20Materials/Lab%20Management/entering_mentoring.pdf
- Making the Right Moves: A Practical Guide to Scientific Management for Postdocs and New Faculty by Burroughs Welcome Fund, Howard Hughes Medical Institute
<http://www.hhmi.org/sites/default/files/Educational%20Materials/Lab%20Management/Making%20the%20Right%20Moves/moves2.pdf>

Creating PTE Portfolio in Digital Measures

- Promotion and Tenure → Add New Item
 - Academic Year: 2016-2017
- DM will pull activity data for each section of the portfolio
- Add text/comments to sections
- Attach files (*appointment letter*, reviews, etc.)
- Run Reports/Rapid Reports: Promotion and Tenure Portfolio
 - Indicate Start Date and End Date
 - Use File Format: Word