Faculty Senate Resolution Number _____

To: **Joe Bertolino, Ed.D., President, Southern Connecticut State University**
From: **Deborah Weiss, Ph.D., President, SCSU Faculty Senat**e

The attached Resolution of the Faculty Senate is entitled:

RESOLUTION Regarding _____

_____

This Resolution was approved by Faculty Senate on: _____

[ ]   This Resolution is presented for APPROVAL

[ ]   This Resolution is presented for INFORMATION

In accordance with the CSU-AAUP Contract (Article 5.10), "When the Senate makes a written recommendation to the President, the President shall acknowledge and respond to the recommendation in writing within fifteen (15) school days of receiving the Senate's recommendation. "

After considering this resolution, please indicate your action on this form and return it to the President of the Faculty Senate.

_____   _____
Deborah Weiss, Ph.D., President, Faculty Senate   Date

cc: Robert S. Prezant, Ph.D., Provost and Vice President for Academic Affairs

ACTION OF THE UNIVERSITY PRESIDENT

Resolution for Approval:
[ ]   Resolution APPROVED
[ ]   Resolution DISAPPROVED (Provide comments below or attach statement)

Resolution for Information:
[ ]   Resolution NOTED (applies to Informational Resolutions only)

_____   _____
Joe Bertolino, Ed.D., President, SCSU   Date

SOUTHERN CONNECTICUT STATE UNIVERSITY FACULTY SENATE

Resolution For Information Regarding the Adoption of the Promotion and Tenure Guidebooks

Whereas, Southern Connecticut State University exists for the primary purpose of furthering academic excellence;

Whereas, The Faculty Senate recognizes, to further academic excellence, its responsibility to review information related to the evaluation of full-time faculty members for promotion and tenure, as well as renewal, including the review of existing advisory documents;

Whereas, The Faculty Senate is the official governing body for shared governance;

Whereas, To fulfill the aforementioned responsibility, the Personnel Policy Committee (PPC) was directed by the Executive Committee of the Faculty Senate to review and revise the existing Promotion and Tenure Guidebooks to ensure that language within the guidebooks aligns with the Promotion and Tenure, and Renewal, Procedures documents; and

Whereas, The Personnel Policy Committee (PPC) of the Faculty Senate worked collaboratively with multiple current representatives from the Promotion and Tenure Committee and consulted with AAUP for input and information to assist with its work; now, therefore, be it

Resolved, That, effective beginning in the Fall semester of 2022, the Faculty Senate establish its adoption of the Promotion and Tenure Guidebooks (dated April 20, 2022) as a responsibility of the Faculty Senate, with the accompanying revisions to previous version of the document, the Promotion and Tenure Guidebooks (dated September 2020), to

1. Improve consistency and language/terminology, both within the aforementioned document and with the existing Promotion and Tenure Procedures Document;
2. Update wording to reinforce the existing Promotion and Tenure Procedures Document's ethos that candidates shall have control and remain in control of their file; and
3. Add clarification to better reflect the intent of the documents.

PREPARING THE PROMOTION

Coaches Only

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 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 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. Therefore, all candidates should review both this guidebook and the *Faculty Senate Promotion and Tenure Procedures for Faculty* document.

When applying for promotion, a candidate is faced with the challenging task of assembling a promotion 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, candidate have discretion about materials included and how to categorize activities. is ……. 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 the following recommendations are made:

1.   ). 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*

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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."

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 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 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).* Place the current evaluation letters from the D.E.C., and Director in the "Letters of Evaluation" section of the promotion file. **DO**: If needed, 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.

   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.

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" (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 for applying 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, 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 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 DEC's are encouraged to use this evaluative framework in its written report with supporting reasons.

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5. **MANDATORY:** *Dates of all activities and/or publications must be included*. Therefore, candidates should include **complete information** for all entries, whether in the CIF or or other materials. That is, dates should be provided for each activity, 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.

6.

DO: The items within each grouping should appear in chronological order, starting with most recent entry. If candidates have taught a credit-bearing class, it is recommended that they include the university-tabulated summaries for a period of two years prior to the application. If the candidates deem it advisable they may choose to include additional semesters. If the department has approved its own written evaluation instrument, candidates 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

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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.¶

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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 files. It is to the candidate's advantage to have all relevant and necessary materials in the file by that date. Candidates 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.

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DOCUMENTING THE CRITERIA

The Promotion file should contain information that reflects the criteria required for promotion, 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 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 *Faculty Senate Promotion and Tenure Procedures for Faculty* document.

As the candidate's Promotion 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.) This section also contains general suggestions about the types of materials to submit in the folders to document of 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 l̶Letters of S̶support 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* ~~Faculty Senate P&T Procedures~~ 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)~~(III. F. 6. g.)~~.

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 recommendations. 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 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 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** *Faculty Senate Promotion and Tenure Procedures for Faculty* **document.** This should be done prior to the sealing of the file. 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 as prompted by the P&T Committee. If the candidate misses the opportunity to sign up for an interview and desires an interview, they should contact. 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 aspects in their file, *in the* four 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 Surveys 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 whole entire committee during deliberation on the file.

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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 *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.

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The Promotion file should contain information that reflects the criteria required for promotion, 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 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 *Faculty Senate Promotion and Tenure Procedures for Faculty* document.

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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. 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 recommendations. 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.

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THE CLOSING

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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 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** *Faculty Senate Promotion and Tenure Procedures for Faculty* **document.** This should be done prior to the sealing of the file. 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.

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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 March 4th.

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Aspects of the promotion 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.

PREPARING THE PROMOTION

Non-instructional Athletic Trainer Only

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 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 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, a candidate is faced with the challenging task of assembling a promotion 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 hopes 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.

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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 the following recommendations are made:

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)

1. 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."

   DO:
   1. Include information prior or in addition to activities at Southern, if desired.

   1. Reading the information is easiest if candidates use a 10-point or 12-point Font and PDF format is required
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   1. Check all links provided in the CIF and make sure they work.

   DON'T:
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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.

2. **MANDATORY:** *The promotion 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 current evaluation letters from the D.E.C., and Director* should be placed in the "Letters of Evaluation" section of the promotion file.
   DO: If needed, please obtain a copy of your original appointment letter from the Human Resources Office.

3. Documents should be organized in the designated digital folders: ***Management of the Health Care of Student Athletes, Demonstrated Level of Care and Professionalism, Record of Continued Educational Growth and Service, Productive Service to the Department and 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

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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.

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.

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 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 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, 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 four contractual categories of evaluation (Management of Heath Care of Student Athletes, Demonstrated Level of Care and Professionalism, Record of Continued Educational Growth and Service, and Productive 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, DEC's are encouraged to use this evaluative framework in its written report with supporting reasons.

4. **MANDATORY:** *Dates of all activities and/or publications must be included*. Therefore, candidates should include **complete information** for all entries, whether in the CIF or other materials. That is, dates should be provided for each activity, 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.

DO: The items within each grouping should appear in chronological order, starting with most recent entry.

5. If candidates have taught a credit-bearing class, it is recommended that they include the university-tabulated summaries for a period of two years prior to the application. If the candidates deem it advisable they may choose to include additional semesters. If the department has approved its own written evaluation instrument candidates 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 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.

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

6. 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 should be explained in a sentence or two; acronyms ought to be spelled out at their first mention.

7. 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 *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 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 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 after 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*

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Procedures for Faculty document. 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.

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DOCUMENTING THE CRITERIA

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The Promotion file should contain information that reflects the criteria required for promotion, 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 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 *Faculty Senate Promotion and Tenure Procedures for Faculty* document.

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1. Management of the Health Care of Student Athletes (weight = 10)
(Load Credit or the Equivalent)

The performance of primary load credit assignment, or of its equivalent, receives the most weight in Promotion recommendations. 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 risk management, and injury prevention; recognition and evaluation of injuries/illnesses; injury treatment and disposition; rehabilitation; organization and administration of services; coordination of services with other sport medicine professionals; and education and counseling student athletes. A performance evaluation should be developed and included in the file for these activities.

Candidates engaged in teaching activity should include at least the last four semesters' summarized student opinion surveys in their file. Because the P&T Committee recognizes that no one way of teaching is paramount, it is very useful to begin this section of the file with a brief explanation of the candidate's approach(es) to pedagogy/teaching philosophy.

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

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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. **Demonstrated Level of Care & Professionalism when interacting with Student Athletes**   (weight = 5)

Candidates should provide a brief explanation of how they demonstrate care and professionalism when interacting with student athletes. Testimonials from student athletes and colleagues should also be provided.

3. **Record of Continued Educational Growth and Service to the Profession**   (weight = 4)

Activities that reflect credit on the university and/or provide developmental opportunities in the appropriate discipline fall under this category. A few examples of the types of activities that may be included are

> *Attendance at lectures and/or workshops*
> *Consultations*
> *Conference attendance*
> *Professional memberships*
> *Professional offices held*
> *Community service of a professional nature*

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:

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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.

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Aspects of the promotion process are described in detail in the AAUP-BOT's *Collective Bargaining Agreement*, the *Faculty Senate Promotion and Tenure Procedures for Faculty* document on promotion and tenure 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.

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   DO: The items within each grouping should appear in chronological order, starting with most recent entry.

5. If candidates have taught a credit-bearing class, it is recommended that they include the university-tabulated summaries for a period of two years prior to the application. If the candidates deem it advisable, they may choose to include additional semesters. If the department has approved its own written evaluation instrument candidates 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 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.

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

6. 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 should be explained in a sentence or two; acronyms ought to be spelled out at their first mention.

7. 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 *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 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 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 after 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. 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 Promotion file should contain information that reflects the criteria required for promotion, 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 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 *Faculty Senate Promotion and Tenure Procedures for Faculty* document..

As the candidate's Promotion 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.) This section also contains general suggestions about the types of materials to submit in the folders to document of 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. Management of the Health Care of Student Athletes (weight = 10)
(Load Credit or the Equivalent)

The performance of primary load credit assignment, or of its equivalent, receives the most weight in Promotion recommendations. 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 risk management, and injury prevention; recognition and evaluation of injuries/illnesses; injury treatment and disposition; rehabilitation; organization and administration of services; coordination of services with other sport medicine professionals; and education and counseling student athletes. A performance evaluation should be developed and included in the file for these activities.

Candidates engaged in teaching activity should include at least the last four semesters' <u>summarized</u> student opinion surveys in their file. Because the P&T Committee recognizes that no one way of teaching is paramount, it is very useful 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. If possible, 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 for eligibility for promotion to the desired rank.* **The Candidate Information Form (CIF) provides the desired format for this information.** Also list any other activity that received load credit (teaching, administrative, 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 athletic training-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. **Demonstrated Level of Care & Professionalism when interacting with Student Athletes**   (weight = 5)

Candidates should provide a brief explanation of how they demonstrate care and professionalism when interacting with student athletes. Testimonials from student athletes and colleagues should also be provided.

3. Record of Continued Educational Growth and Service to the Profession (weight = 4)

Activities that reflect credit on the university and/or provide developmental opportunities in the appropriate discipline fall under this category. A few examples of the types of activities that may be included are

> *Attendance at lectures and/or workshops*
> *Consultations*

Conference attendance
Professional memberships
Professional offices held
Community service of a professional nature

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)

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 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 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 *Faculty Senate Promotion and Tenure Procedures for Faculty* 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 as prompted by the P&T Committee. If the candidates miss the opportunity to sign up for an interview and desires an interview, they 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 on 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 Surveys 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 March 4th.

FINAL WORDS

Aspects of the promotion process are described in detail in the AAUP-BOT's *Collective Bargaining Agreement*, the *Faculty Senate Promotion and Tenure Procedures for Faculty* document on promotion and tenure 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.

PREPARING THE
PROMOTION/TENURE FILE
Counselors & Librarians Only

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 hopes 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.

Additionally, candidate have discretion about materials included and how to categorize activities. is ……. 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*

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Senate Promotion and Tenure Procedures for Faculty ~~Procedures~~ ~~d~~document for more detail).

2. The **Candidate Information Form (CIF)** set~~s~~ 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 ~~f~~Font and PDF format is required.~~~~

3. ~~3 The~~ Place CIF ~~should be placed~~ 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~~d~~ entry within the CIF or a complete~~d~~ CIF ~~form~~ 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 CIF.

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., Chairperson, and Dean* should be placed in their designated folder. (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail).

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 in the designated digital folders: *Load Credit or the Equivalent, Professional Attendance and Participation, Productive Service to the Department and University, Creative Activity, 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. 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. **IMPORTANT:** If not included in the candidate's initial offer letter, a cCandidates wishing to applying for promotion with prior full-time experience in the same rank at another institution or professional setting can automatically 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 letters of recommendation.

    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)(see III. C. d.), 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 applying for pPromotion typically include documentation of the quality of activity in the four 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, the P&T committee encourages 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 four 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 P&T would encourage the DEC's are encouraged to use this four-category evaluative framework in its written decision report with supporting reasons. Once again, these are the suggestions we would like to offer our colleagues in this area of the process.

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6. **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. The items within each grouping should appear in chronological order, starting with most recent entry.

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

7. If candidates have taught a credit-bearing class, it is recommended that they include the university-tabulated summaries and the bubble sheets for a period of two years prior to your application. If candidates deem it advisable they may choose to include additional semesters. If the department has approved its own written evaluation instrument candidates 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, candidates may add your 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.

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8. Abbreviations commonplace in a discipline may not be understood by outsiders, or may be confused with other interpretation. Phrases or terminology particular to a field or discipline should be explained in a sentence or two; acronyms ought to be spelled out at their first mention.

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 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 on 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 allowed 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 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/BOT's *Collective Bargaining Agreement* and the *Faculty Senate Promotion and Tenure Procedures for Faculty* document. 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, Years in Rank, is automatic and the sixth is considered by the P&T committee only if there is a record of discipline in the candidate's personnel file). This evaluation procedure is explained in detail in the *Faculty Senate Promotion and Tenure Procedures for Faculty*.

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As the candidate's P&T file should be, this section of is divided into the five 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* Faculty Senate P&T Procedures 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)(III. F. 6. g.).

1. (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 recommendations. Candidates should try to provide various objective measures to clarify how well they carry out their job responsibilities.

Counselors shall provide a summary description of their involvement in providing counseling and counseling activities in the area appropriate to specialty(ies). A brief explanation of responsibilities and how they are met is particularly helpful in this category.

Librarians shall provide a summary of their involvement in providing library services to the SCSU community. A brief explanation of responsibilities and how they are met is particularly helpful in this category.

Candidates engaged in teaching activity, who have taught also taught in the last two academic years, are encouraged to include at least two years (four semesters) of Student Opinion Surveys in their file.

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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.

Some examples of materials to include, if appropriate:
> *Instructional handouts and other materials*
> *Research guides*
> *Selected course outlines and/or syllabi*
> *Peer evaluations Statements from colleagues familiar with your work*
> *Evidence of awareness of current development in the candidate's field*
> *A brief (no more than three pages) self-evaluation Student/alumni*
> *letters, preferably non-solicited*
> *Syllabi and rationale for any new courses created*
> *Assignments given to students*
> *Assignments finished by students (work of poor, average, and excellent quality)*
> *Copies or explanations of teaching innovations tried*
> *Statement of teaching goals for next five years*
> *Explanation of efforts taken to improve teaching Videotape(s)*
> *of the candidate's classroom performance*

MANDATORY: *Candidates are required to provide information regarding credit load data for 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.** Also list each non-teaching activity that received load credit (administrative, teaching, research, curriculum development, field work, library services, counseling, coaching, etc.) semester by semester.

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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 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. Professional Attendance and Participation   (weight = 5)

Activities that reflect credit on the university and/or provide developmental opportunities in the appropriate discipline 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 4 is common, but may be included here A few examples of the types of activities that may be included are

> *Attendance at lectures and/or workshops, including online courses or webinars*
> *Consultations*
> *Conference attendance*
> *Professional memberships*
> *Professional offices held*
> *Community service of a professional nature*
> *Continuing education related to earning/maintaining credentials, licenses, and professional certificates*
> *Activism in one's discipline*

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

The *Faculty Senate Promotion and Tenure Procedures for Faculty* document on weights this category almost as much as category 2, so 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:

> *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 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.

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4. Creative Activity (weight = 2)

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 college/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 it 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*
> *Exhibiting/performing artistic works*
> *Authorship of funded and unfunded grant proposals (whether SCSU, CSU, or outside)*
>
> *Designing and/or conducting professional workshops, materials/instruments.*
> *Creating computer programs*
> *Developing slides, workbooks, or other classroom materials*
> *Presenting creative activity to the department or university*
> *Participating 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 leave activities). If the candidates are co-authors or contributors to an activity or publication they describe their contribution in detail.

For a **book**, for example, it is recommended that the candidate create a document containing a 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 example, a scanned PDF copy of an **article** may be uploaded in the Digital Evaluation file. In place of a scanned copy of an article, the candidate may also use a weblink (i.e., 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.

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 (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document). **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 any Disciplinary Action   (weight = -x)

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, cCandidates 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 he or she would like the P&T Committee to consider.

THE CLOSING

"Sealing" of the file, scheduled for the last two (2) days of Finals Week, is optional for the candidate. However, 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.

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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 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, Spokesperson, Director have adhered to the requirements for their letters, 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 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 categories, they would like to highlight or clarify. In addition, candidates should apprise the P&T Committee of recent events or developments. Committee members may ask questions of clarification. 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 Citation). P & T Committee members present at the interview may ask questions of clarification.

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 March 4th.

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* document 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.

PREPARING THE PROMOTION/TENURE FILE
Counselors & Librarians Only

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 hopes 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.

Additionally, candidate 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 CIF.

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., Chairperson, and Dean* should be placed in their designated folder. (please see the *Faculty Senate Promotion and Tenure Procedures for Faculty* document for more detail).

   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 in the designated digital folders: ***Load Credit or the Equivalent**, **Professional Attendance and Participation, Productive Service to the Department and University**, **Creative Activity, 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. 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. **IMPORTANT:** If not included in the candidate's initial offer letter, a candidates 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.

6. **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. The items within each grouping should appear in chronological order, starting with most recent entry.

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

7. If candidates have taught a credit-bearing class, it is recommended that they include the university-tabulated summaries and the bubble sheets for a period of two years prior to your application. If candidates deem it advisable, they may choose to include additional semesters. If the department has approved its own written evaluation instrument candidates 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, candidates may add your 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.

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8. Abbreviations commonplace in a discipline may not be understood by outsiders, or may be confused with other interpretation. Phrases or terminology particular to a field or discipline should be explained in a sentence or two; acronyms ought to be spelled out at their first mention

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 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 on 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 allowed 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 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/BOT's *Collective Bargaining Agreement* and the *Faculty Senate Promotion and Tenure Procedures for Faculty* document. 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, Years in Rank, is automatic and the sixth is considered by the P&T committee only if there is a record of discipline in the candidate's personnel file). This evaluation procedure is explained in detail in the *Faculty Senate Promotion and Tenure Procedures for Faculty*.

As the candidate's P&T file should be, this section of is divided into the five 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. (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 recommendations. Candidates should try to provide various objective measures to clarify how well they carry out their job responsibilities.

Counselors shall provide a summary description of their involvement in providing counseling and counseling activities in the area appropriate to specialty(ies). A brief explanation of responsibilities and how they are met is particularly helpful in this category.

Librarians shall provide a summary of their involvement in providing library services to the SCSU community. A brief explanation of responsibilities and how they are met is particularly helpful in this category.

Candidates engaged in teaching activity, who have taught also taught in the last two academic years, are encouraged to include at least two years (four semesters) of Student Opinion Surveys in their file.

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.

Some examples of materials to include, if appropriate:
> *Instructional handouts and other materials*
> *Research guides*
> *Selected course outlines and/or syllabi*
> *Peer evaluations Statements from colleagues familiar with your work*
> *Evidence of awareness of current development in the*
> *candidate's field A brief (no more than three pages) self-*
> *evaluation Student/alumni letters, preferably non-solicited*

Syllabi and rationale for any new courses created
Assignments given to students
Assignments finished by students (work of poor, average, and excellent quality)
Copies or explanations of teaching innovations tried
Statement of teaching goals for next five years
Explanation of efforts taken to improve teaching
Videotape(s) of the candidate's classroom performance

MANDATORY: *Candidates are required to provide information regarding credit load data for 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.** Also list each non-teaching 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 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. **Professional Attendance and Participation**   (weight = 5)

Activities that reflect credit on the university and/or provide developmental opportunities in the appropriate discipline 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 4 is common, but may be included here A few examples of the types of activities that may be included are

Attendance at lectures and/or workshops, including online courses or webinars
Consultations
Conference attendance
Professional memberships
Professional offices held
Community service of a professional nature
Continuing education related to earning/maintaining credentials, licenses, and

professional certificates
Activism in one's discipline

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

The *Faculty Senate Promotion and Tenure Procedures for Faculty* document on weights this category almost as much as category 2, so 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:

> *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 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. **Creative Activity**   (weight = 2)

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 college/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 it 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*
> *Exhibiting/performing artistic works*
> *Authorship of funded and unfunded grant proposals (whether SCSU, CSU, or outside)*
>
> *Designing and/or conducting professional workshops, materials/instruments*
> *Creating computer programs*

Developing slides, workbooks, or other classroom materials
Presenting creative activity to the department or university
Participating 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 leave activities). If the candidates are co-authors or contributors to an activity or publication they describe their contribution in detail.

For a **book**, for example, it is recommended that the candidate create a document containing a 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 example, a scanned PDF copy of an **article** may be uploaded in the Digital Evaluation file. In place of a scanned copy of an article, the candidate may also use a weblink (i.e., 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.

5.   **Years in Rank**   (weight = 1)

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

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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.

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    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.

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    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:

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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 disadvantagea candidate in a process that is so dependent on the documentation provided by the candidates. Further, candidates who apply foreligibility 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.

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   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.

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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.

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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) topedagogy/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 loaddata 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 incategory 1, because this category has a weighted value of x10. However, it may be appropriate to list activitiesin 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 themelsewhere (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 indicatein 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

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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 muchas 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

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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 and/or 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.

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"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 filefor consideration.

THE INTERVIEW

Candidates may sign up for an interview as prompted by the P & T Committee. If a candidate cannot 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 aninterview. 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 Surveys 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.

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RECOMMENDATION LETTER FROM THE P&T

Recommendation letters are usually sent out on March 4th.

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.

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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 thefour categories of evaluation for Faculty. The Personnel Policy Committee of the Faculty Senate and the Promotion and Tenure Committee hopethis 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 obtaina 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 orthe Equivalent, Creative Activity, Productive Service to the Department andUniversity, 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 shouldbe 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.

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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 materialsEvidence 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 createdAssignments 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 loaddata 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 coursetaught.** 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 informationfor 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 incategory 1, because this category has a weighted value of x10. However, it may be appropriate to list activitiesin 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 themelsewhere (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 includeperformance 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 conferencesExhibition 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 universityParticipation on panels*
> *Case writing*
> *Software development*

Copies of many kinds of creative activity may be uploaded to the candidate's file. Please indicatein 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 placeof 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 muchas 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*
> *conferenceCommunity 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 theCandidate 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 theP & T Committee to consider.

<center>"THE CLOSING" (Sealing of the File)</center>

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 thecontent 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 filefor consideration.

<center>THE INTERVIEW</center>

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 aninterview. 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

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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 Surveysor 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 March 4th.

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* senteach September, and the *P&T Committee Procedures* document. The P & T Committee strives to followthese 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.