File Building Workshop:
Pre-tenure, Tenure, and Promotion Reviews

Faculty Status Committee

April 17 & 18, 2024

Faculty Status Committee (FSC)

Our primary goal for this workshop is to help faculty build a *strong* file at all levels of review: pre-tenure, tenure, and promotions in rank.

Overview of Workshop

Things to know

Organizing your file

Specific tenure vs. promotion considerations

File review process

Imagine doing this over the next 10 years...

When do candidates go through the Pre-tenure review process?

"The Gateway" posts Faculty Advancement file due dates in terms of when each file must be submitted to the Dean.

The files are actually always due to your Dept Review Committee at least two weeks earlier!

Pre-tenure review files are due to your Dept Review Committee during your third year, in the middle of winter quarter (usually February).

mySPU→All→The Gateway→Faculty Advancement→due dates to Dean appear

When do candidates go through the Tenure review process?

"The Gateway" posts Faculty Advancement file due dates in terms of when each file must be submitted to the Dean.

The files are actually always due to your Dept Review Committee at least two weeks earlier!

Tenure files are due to your Dept Review Committee at the beginning of September and the year depends on your rank at hire.

Candidates hired at Assistant Professor rank submit the file at the beginning of their sixth year.

Candidates hired at Associate Professor rank submit the file at the beginning of their fifth year.

Candidate hired at Professor rank submit the file at the beginning of their fourth year.

mySPU→All→The Gateway→Faculty Advancement→due dates to Dean appear

When do candidates go through the reviews for Promotions in rank?

Promotion files are due to your Dept Review Committee in October during your 5th (or 6th) year and then during your 10th (or 11th) year.

"The Gateway" posts Faculty Advancement file due dates in terms of when each file must be submitted to the Dean.

The Associate Professor title can begin after five years of teaching at the rank of Assistant Professor, at least two years of which are at SPU. Candidates have the option to submit the file during their fifth or sixth years.

The files are actually always due to your Dept Review Committee at least two weeks earlier!

The Professor title can begin after five years of teaching at the rank of Associate Professor, at least two years of which are at SPU. So candidates have the option to submit the file during their tenth or eleventh years. If desired, files requesting promotion to Professor can be deferred for as long as the candidate needs.

mySPU→All→The Gateway→Faculty Advancement→due dates to Dean appear

Evaluation

In evaluating files, FSC uses:

- The *Faculty Employment Handbook* (FEH)

- Your School or Department Scholarship Standards

- The review file that you submit

- The letters from your Department Review Committee and your Dean

Resources

Faculty Employment Handbook: Describes the properties of what should be included in your file.

mySPU→All→The Gateway→Faculty & Employee Handbooks→Faculty Employment Handbook 202X-2Y

FEH 1.2.1: The University will issue the letter of appointment each year by April 1. Except as otherwise provided in Section [13], tenured faculty are subject to the terms and conditions of this Handbook that exist at the time of each annual letter of appointment for the period of that appointment.

So if you received your AY 2024-25 contract or appointment on April 1, 2024, then follow the FEH that is posted on The Gateway on April 1, 2024 for your file(s) that are due during AY 2024-25.

School and Department Scholarship Standards: Describes how your scholarship will be evaluated.
mySPU→All→The Gateway→Policies, Manuals, & Procedures→School and Department Scholarship Standards

Faculty Life Office (FLO) resources:
Faculty Review File Building Workshop powerpoint presentation,
How to create an electronic file; how to download student feedback forms; insert electronic bookmarks.
Curriculum vitae template,
Pointers for your faith statement,
Peer-assessment of teaching guidelines
mySPU→All→The Gateway→Faculty Life→Faculty Advancement (Promotion/Tenure) and Policies→Building Your File

2024-2025 File Considerations

Expiring policy that is not applicable after Spring '24: Faculty who were scheduled for tenure review during the academic years 2021-22, 2022-23, and 2023-24 were eligible to request a one-year delay should they wish to do so.

Requests for an extension are to be submitted in writing to the candidate's Dean by April 1st prior to the Autumn Quarter that the review was originally scheduled.

Delaying tenure applications

Personal hardships during the COVID-19 pandemic that may have affected scholarship or teaching

Student evaluations during remote learning

Resources: People and Events

📂 Faculty Review File Building Workshop

✝ Faith Statement Workshop

🖼 New Faculty Seminar

📄 File Mentor – not always required, but can be helpful

💬 Colleagues/informal reading

Things to Know: Make your case

Organize your file <u>completely</u> and carefully.

Faculty Employment Handbook Section 10 deals with faculty review files:

General: FEH Section 10.2

Pre-tenure: FEH Section10.3

Tenure: FEH Section 10.5

Promotion: Section FEH 10.8

Remember your audience:

Dept committees, Deans, FSC, CAO, President, BOT for tenure files

Readers unfamiliar with you and your discipline:

Write for non-experts in your discipline.

Use your essays and reflections to explain and interpret the meaning or significance of your work.

Know why you want to be at SPU.

Know your responsibilities and SPU's expectations:

Faculty responsibilities and expectations: FEH Section 6

Evaluation criteria and process: FEH Section 9

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Building the file

Building the file: Preliminary documents

Candidate's opening letter – Clearly report your start date at SPU and explain eligibility including any years on adjunct or nonrenewable contracts that were approved to count towards tenure. Briefly make your case. Briefly address any prior recommendations from FSC.

Department Chair letter (optional) *

Department Review Committee letter *

Dean's letter*

All files should include a copy of the most recent FSC review letter. Additionally, for tenure files, if the most recent letter wasn't the pre-tenure letter, then also include the pre-tenure letter.

*These letters are added after the candidate has submitted their file to the Department review committee in the shared folder. These letters are supposed to be appended into the PDF file by the candidate if this is not done by the Dean's staff.

Building the file: Primary documents

Curriculum vitae (5 pages)

Faith narrative (4 pages)

Vocation narrative (4 pages)

Teaching self-evaluation (4 pages)

Scholarship trajectory (2 pages)

Service narrative (2 pages)

Advising narrative (2 pages)

"Files exceeding the specified page limits will be returned without review." *Faculty Employment Handbook 10.2*

Building the file: Appendix

Two most recent PDPs, both with Chair/Dean responses.

Representative syllabi (4 courses)

Unabridged record of official university student feedback forms:

> Pre-tenure and third-year review: include **all courses from every year at SPU.**

> Tenure: include all courses from the previous three years.

> Promotion: include all courses from the previous three years.

Two peer assessments of teaching: peers should typically be at higher rank (and tenured for tenure files).

> One internal to department and one external to school.

> Faculty social mentors should not be chosen for these teaching assessments.

> These observations/letters of assessment should be no older than 1 year when file is submitted.

Scholarly products/examples

Other supporting materials (outside letters etc)

Primary documents: CV

Include your start date at SPU, your current title, and dates of any title changes.

Clearly delineate peer-reviewed publications from non-peer-reviewed.

List publications separately from oral presentations, works in progress, etc.

List any grants funded (pending?, reviewed and declined?)

Primary documents: Faith narrative

Describe the development of your faith.

Describe your beliefs (e.g., creeds you uphold).

Describe practices that form and sustain your faith including current church involvement.

Meaningfully interact with SPU's Statement of Faith.

Historically orthodox, clearly evangelical, distinctly Wesleyan, genuinely ecumenical

Faith Statement Workshop

Primary documents: Vocation narrative

How does your faith inform your vocation (discipline, teaching, scholarship, etc.)?

How do you see God at work in bringing you to SPU?

How does your vocation connect to the Christian liberal arts university?

What does your vocational call offer SPU—students, colleagues, staff, alumni?

Describe examples of things you can do in an SPU classroom that couldn't be done at a secular university.

Primary documents: Teaching self-evaluation

Reflect upon the courses you teach at SPU. You could consider the seven properties of effective teaching in FEH 9.1.2.1.

For pre-tenure, seriously consider student feedback for all courses for all years. For tenure and promotion, consider the last three years (FEH 10.2 Part II. C).   Summarize student feedback and include tables/graphs. Tables/graphs need to include response rates, average scores of select items, and range of scores of those select items.
Consider discussing the trajectory of scores over time.

Courses Taught	Quarters Taught	Response Rates	Overall Course Mean (Range)	Overall Instructor Means (Ranges)	Integration of Faith in Course	Diversity or Multiple Perspectives	Patterns in Qualitative Responses
FSC 1000	Spring 2018 Spring 2019 Spring 2020	77% 86% 94%	4.1 (3.8-4.4)	4.5 (3.9-4.8)	3 (2.8 – 3.2)	3.8 (3.6 – 4)	**Strengths:** class organization, in-class exercises, feedback, respect. **Needs Improvement:** too many PowerPoints slides and too quickly presented. Group projects were unpopular and students reported that the instructions were unclear. Students did not see any specific faith integration
FSC 2010	Autumn 2018 Autumn 2019	96% 89%	4.0 (3.8-4.2)	4.6 (4.5-4.7)	3 (2.9 – 3.1)	3.8 (3.7 – 3.9)	**Strengths:** organization,, feedback, respect for students. **Needs Improvement:** group project instructions were unclear, students reported a lack of faith integration.
FSC 2350	Autumn 2017	90%	4.3	4.1	3	4	**Strengths:** class organization, feedback, respect, class discussions. **Needs Improvement:** too many PowerPoints and presentation goes so quickly, group project instructions were unclear.
FSC 3470	Autumn 2017 Autumn 2018	85% 0%	4.2	4.5	3	4	**Strengths:** organization, readings, feedback, respect, variety of project options.

Consider inserting the courses you taught that did not garner enough student feedback. With the first three columns filled in (third column is 0% response rate) the reviewers can see the breadth of your teaching.
Analyze and interact with strengths and weaknesses in teaching indicated by the patterns in the feedback.
Address any recommendations offered by previous FSC feedback and recommendations offered by peer reviewers.

Primary documents: Scholarship trajectory

Describe your scholarship trajectory.

What is the big picture within which your work falls?

How have you and how will you continue to build on this scholarship?

What is the impact of your scholarship?

(impact factor, journal acceptance rate, etc.)

State your School or Department scholarship standards and how you've met them.

Clearly categorize peer-reviewed publications, "highly prized product", conference presentations, etc.

If you list a product as "forthcoming" include evidence (editor letter) of pending publication.

Pandemic Scholarship Standards have expired.

mySPU→All→The Gateway→Policies, Manuals, & Procedures→School and Department Scholarship Standards

Primary documents: Service narrative

SPU service:

      University service (long-term): Governance committees and task forces.

      University service (short-term): Day of Common Learning, leading a FLAGG, etc.

      School/department service: committees, etc.

      University/school/department events: Majors Fairs, New Student Advising, etc.

Guild service (membership and leadership)

Church and community service (leadership and involvement in ministries and organizations, etc.)

Primary documents: Advising narrative

Describe your role as advisor.
What are your advising responsibilities?
Report the number of advisees that you serve.
What is your assessment of your effectiveness in advising?
If student feedback from Advisees is available, it is highly recommended that the feedback is discussed in this section.

Appendix (no page limits)

Two most recent PDPs, both with Chair/Dean responses.

Four representative syllabi.

Unabridged official student feedback forms:*

> Arrange these by course beginning with earliest to most recent. For example, a pre-tenure file could have SOC 1000 from Aut 18, then from Spr 19, then from Aut 19. That could be followed by SOC 2000 from Aut 18, then from Aut 19, etc.) Make sure that response rates are documented.
>
> *Do not use "batch" download function in Canvas.*

Two peer assessments of teaching: peers <u>should</u> be at higher rank. For tenure files, peers <u>must</u> be tenured.

> One internal to the department and one external to the school.
> These teaching observations should be no older than 1 year when file is submitted.
> Faculty social mentors should not submit observation letters.

Scholarly Products

> Reprints of journal articles/book chapters/book reviews
> Copies of external grant proposals and cover/copyright/TOC for a book

Promotion to Full Professor: Include **two** letters evaluating scholarship from external reviewers, solicited by Dean/Dept Chair. Letters must be dated within 1 year of file submission.

Other supporting materials (outside letters etc)

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Imagine doing this over the next 10 years…

Specific Considerations for Tenure

Criteria for Tenure:

Character and congruence with SPU's mission is a particular focus for tenure (FEH 9.1 and 10.5).

Teaching, scholarship, and service are assessed by candidate's strengths and evidence that these will be maintained and/or built upon once the candidate is granted tenure.

Specific Considerations for Promotion

Criteria for Promotion (FEH 10.8):

Expectations of character and congruence with the mission remain relevant, however, the evaluation is primarily focused on the candidate's **competence and contribution** in the three areas of teaching and advising, scholarship, and service.

(Also see FEH 9.1.2.)

Specific Considerations for Rank

Associate – candidate is *maturing* in their role by demonstrating <u>good</u> performance in all three areas with <u>emerging strength</u> in one (FEH 10.8.2.2).

Professor (full) – candidate is *established* in their role by demonstrating <u>strength</u> in all three areas with <u>excellent performance</u> in one (FEH 10.8.2.3).

Overview of Workshop

🧠 Things to know

📁 Organizing your file

📢 Specific tenure vs. promotion considerations

📋 File review process

✓ Imagine doing this over the next 10 years…

Pre-tenure, Tenure, and Promotion

Expect to receive (or ask for) a memo from your Dean about the formation of your Dept Review Committee many months before your file is due.

> *For the Pre-tenure review, it helps to have six-months advance notice because all of the Dept Review Committee members are supposed to observe you teach a class session, per FEH Section 10.3.4.*

Collect/create preliminary documents, primary documents, and appendix.

Assemble documents in PDF.

Submit completed file to Department Review Committee Chair by posting it in a shared folder that is created by the Dean's staff.

Department/school committee meets, writes recommendation letter; may suggest revisions. Add this letter to your file in the preliminary documents section.

Dean reviews file, writes recommendation letter; may suggest revisions. Add this letter to your file in the preliminary documents section.

FSC reviews file, writes recommendation letter.

CAO reviews file, writes recommendation/decision letter.

File goes to President.

For tenure candidates, tenure file goes to Board of Trustees.

Candidate should be sure to address formative feedback from prior FSC letters.

Committee letters should clearly state categories that are good/emerging strength; strong/emerging excellence

Technically, Dean (or designee Chair) is supposed to appoint peer reviewers, so contact Dean (or designee) to officially choose reviewers of teaching and scholarship.

Amend a Submitted File *for small changes*

      It is possible to amend files post-submission

      Rectify omissions

      Update information about scholarship

☑ **Faculty Status Committee File Checklist**

___Cover Letter from Applicant (Required)

___Letter from Department Chair (customary)

___Letter from Review Committee (Required)

___Letter from Dean (Required)

___Curriculum Vitae (5 pages)

___Faith Narrative (4 pages)

___Vocational Statement (4 pages)

___Analysis and Self-reflection on teaching (4 pages)

___Narrative of scholarship Trajectory and engagement with departmental standards (2 pages)

___Service Narrative (2 pages)

___Advising Narrative (2 pages)

___Current PDP and previous PDP with Dean/Chair responses

___4 representative syllabi

___Unabridged student feedback from previous 3 years (include all years for pre-tenure and 3rd year review if these exceed 3 years)

___Recent (within 1 year) peer review assessments of instruction: at least 1 peer from department and 1 peer from outside school.
         Peer reviewers for tenure files must be tenured.

___Samples of scholarly products since start date at SPU with indication regarding peer review

___Other supporting materials (outside letters etc)

___TENURE candidates must include pre-tenure review letter from Faculty Status Committee

___Candidates for PROFESSOR must include letters from 2 outside evaluators regarding the candidate's scholarship and contribution to their field.

___ Preliminary documents for promotion and tenure files should include the most recent FSC review letter. Additionally, tenure files should also
         include the pre-tenure response letter from FSC if it's not the most recent review letter.

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Imagine doing this over the next 10 years…

1st Year	2023-24	Imagine that you are hired as an Assistant Professor on the Tenure Track on September 1, 2023.
		Focus on teaching and scholarship. Do New Faculty Seminar. Get involved with a church.

2nd Year 2024-25 Become a Faculty Advisor.   Volunteer for Admissions Events and other one-time activities.   Focus on teaching and scholarship.

Get Dean's approval of two higher-ranking peer-reviewers of teaching; choose one from inside your department and one from outside your school. During Winter or Spring quarter, consider inviting those peer-reviewers to observe a class period and have them each write a letter that will be no older than 1 year by the submission date of the pre-tenure file.

Expect to receive (or ask for) a memo from your Dean about the formation of your Dept Review Committee during the Spring quarter before your file due date. The six-month head start is needed for many reasons, one of which is the Pre-Tenure Dept Review Committee members are supposed to observe you teach a class session in accordance with FEH Section 10.3.4.

3rd Year 2025-26 Submit your ==pre-tenure file== to your Department Review Committee and Dean in approximately the first week of February. *Pre-tenure is primarily about the candidate's character and congruence with the faith and mission of SPU.*

In late February the file will be forwarded to the Chief Academic Officer (CAO) and Faculty Status Committee (FSC) with letters of recommendation from both the Dept Review Committee and the Dean.   Candidates receive responses from FSC and CAO in June.

Junior faculty are usually encouraged to refrain from volunteering for long-term university-wide committee service, but during Spring of 3rd year, consider running for a university committee role.

Keep track of your scholarly activities in terms of the Department's scholarship standards and plan manuscript submissions for publication accordingly.

4th Year 2026-27 If you are going to apply for promotion to Associate Professor as soon as possible (during your fifth year), plan ahead during this fourth year to acquire peer-reviewers of teaching (in-dept and outside school) and keep in mind any planned leaves or various course-releases that need to be accommodated for both you and the reviewers when scheduling class period visits.

Aim to complete scholarly activities and meet Department scholarship standards by Oct of fifth year or plan to defer to sixth year.

Interact with feedback and recommendations in the pre-tenure review letters from your dept, Dean, FSC, and CAO in your file narratives.

Receive (or ask for) a memo from Dean about formation of your Dept Review Committee during the Spring before your file due date.

5th Year	2027-28	Requests for **promotion to Associate Professor** rank are due in October of the fifth year or they can be deferred to the sixth year if you need more time to meet scholarship standards. *Promotion is primarily about a candidate's competence and contributions in teaching, scholarship, and service (demonstrate good performance in all three categories with emerging strength in one for Assoc rank).*
		Plan ahead during this fifth year to acquire peer-reviewers of teaching for the **tenure file** that is due in the beginning of the 6th year. *Tenure is primarily about a candidate's character and congruence with university mission and faith statements.*
6th Year	2028-29	Requests for **tenure** are due in September of the sixth year. Candidates usually hear back in Feb or Mar if they are granted tenure.
		If your request for promotion in rank was deferred to this sixth year, then a single file that is a combination of both requests for tenure and promotion can be submitted.
7th Year	2029-30	Keep track of your scholarly activities in terms of the Department's scholarship standards and plan manuscript submissions for publication accordingly.
8th Year	2030-31	
9th Year	2031-32	If you are going to apply for promotion to the rank of Professor as soon as possible (during Year 10), plan ahead during this 9th year to **acquire peer-reviewers of teaching (in-dept and outside school)** and keep in mind any planned leaves or various course-releases that need to be accommodated for both you and the reviewers when scheduling class period visits. Keep in mind that letters from peer-reviewers of teaching should be no older than 1 year prior to the submission date of the request for promotion to rank of Professor
		If you are going to apply for promotion to the rank of Professor as soon as possible (during Year 10), plan ahead during this 9th year to **acquire two letters from peer-reviewers of your scholarship** who are experts in your field, but are outside of SPU. The Dean should invite these two external scholars to review your scholarship and write a letter that is dated no earlier than 1 year prior to your file submission date. Keep in mind that letters from peer-reviewers of scholarship should be no older than 1 year by the submission date of the request for promotion to rank of Professor.
10th Year 2032-33 or 11th Year 2033-34		Requests for **promotion to Professor** can be submitted in October during the fifth year you are serving at SPU at the rank of Associate Professor, so that is a submission date of either Year 10 or Year 11 (depends on whether you requested and were approved for promotion to Associate rank in Year 5 or Year 6.

Thank you for listening. Questions? FSC is here to help!