



Procedures and Guidelines

FACULTY PROMOTION AND TENURE REVIEW

These procedures are intended to assist a faculty member to create and submit an application and portfolio for promotion and/or tenure (P&T) using the TWU Faculty Performance Review (FPR) system.

The promotion and tenure portfolio is an organized documentation of the candidate's professional growth and achievements in the areas of teaching, scholarship, and service to her/his field or discipline, component, university, and community.

A promotion and tenure portfolio is expected to contain a focused analysis of the candidate's work that clearly addresses how the candidate meets or exceeds the university and component's criteria for promotion and tenure. The narrative and selected examples must clearly illustrate the quality and significance of the candidate's work in the areas of teaching, scholarship, and service. At each level of review, a reviewer may request a copy of any of the materials listed on the curriculum vitae or referenced in the candidate's narrative.

1. This procedure refers to University Regulation and Procedure 02.342 *Faculty Promotion and Tenure*.
2. Faculty members seeking promotion and/or tenure will submit the promotion and tenure portfolio to the peer review committee using the TWU Faculty Performance Review system by the deadline posted on the *Promotion and Tenure Calendar*. The system can be accessed through Pioneer Portal or on the [Faculty Performance Review website](http://www.twu.edu/academic-affairs/faculty-performance-review) (<http://www.twu.edu/academic-affairs/faculty-performance-review>). The calendar is also posted on this website.

Before discussing how to create a review, the following is a brief overview of the Faculty Performance Review (FPR) system.

Upon logging into the FPR system, a faculty member will see several links in a maroon bar near the top of the page. The 4 links currently shown are:

- Create My Review
- My Review Status
- My Worklist
- Completed Reviews

The remainder of these procedures will address activity in the first 3 links, but first, a few points of information about each link.

Create My Review – This link is used to access the page on which a P&T application and portfolio can be created through data entry and the uploading of a variety of documents.

My Review Status – This page will display the current status of a review at any point in time after it is initially created. (It will not display that a review needs to be started; only that one has been started.) This means that a faculty member can always go this page to determine where and with whom the review currently resides in the system.

My Worklist – This page has entries for a faculty member or a reviewer only when that party is responsible for the next task needed for this review. The review will not progress to the next person or action until the action requested in the My Worklist is completed. For example, if the PRC has completed its review by providing a recommendation and uploading a supporting document, the review is no longer in the PRC worklist. It is now in the worklist of the faculty member to request acknowledgement of the PRC recommendation. The review will not proceed to the next reviewer unless and until the faculty member provides that acknowledgment in the FPR system.

Completed Reviews – This page will serve as a historical archive for all reviews completed within the FPR system. Over time, a faculty member may collect many completed reviews – Periodic Performance Reviews (PPR), Promotion and Tenure reviews, or Post-Tenure reviews. Please remember that a P&T application is not complete until the Board of Regents decision is documented in the FPR system.

3. Personal Information section

The Personal Information section of the P&T application is completed by responding to a variety of questions and uploading various documents. Here are a few suggestions as you proceed to complete your application (or review):

- When a date field is present, please click on that field and use the calendar function provided.
- Before uploading a document, please save it in pdf format.

- When uploading a file, please be sure that the file name is concise and accurately describes the content of the file (e.g., Performance Review for AY 2014). Names should be limited to 50 characters. In addition to using descriptive file names, you are encouraged to use the File Description field that is part of the uploading process in the FPR system. Effective use of these two file description opportunities will greatly enhance the ability of reviewers to navigate through your application and supporting materials. Please note that this information is applicable to both faculty creating reviews and to those individuals who review materials in the FPR system and subsequently provide recommendations and upload documents.

Specific items that may need to be uploaded in the Personal Information section:

- a. Appointment letter from the Executive Vice President for Academic Affairs and Provost (EVPAA/Provost). This letter will have been provided at the time of initial appointment to TWU. Copies can be obtained, if needed, from your academic component, college, or Academic Resources. If the applicant was granted an extension of the tenure period, the letter of extension should also be included.
- b. In the instance where a faculty member is assigned by the AC administrator to a position that places a heavier emphasis on teaching, scholarship, or administration, a written description of the assignment provided to the faculty by the AC administrator may be included as an attachment to the self-assessment.

System notes:

- It is necessary to click on *Save* or *Save and Continue* to save the data entered on each page.
- When all required items on an electronic page of the website have been completed and the page is saved, the left hand column will reflect a green check mark for that page or section of the form.

4. Format of Self-Reflections

The following information is relevant for the preparation of the self-reflections provided in any of the three domains of teaching, scholarship, or service.

- a. Each faculty member is expected to produce a self-reflection of teaching, scholarship, and service. Each area - teaching, scholarship, and service - is addressed individually and submitted to the FPR system on separate pages. The faculty member is to limit the self-reflection to a total of no more than 15 pages, not including attachments, appendices, etc. Appendix B of these procedures provides guidance regarding the content of each section.
- b. The 15 total pages of self-reflection may be divided between and among the three sections (Teaching, Scholarship, and Service) as deemed appropriate by the applicant. If an Introduction to the narrative is desired, please include it at the beginning of the Teaching self-reflection. If a Conclusion for the overall narrative is desired, please include it at the end of the Service reflection.

- c. The self-reflection should have the following format characteristics: 1" margins on all sides; double spaced; Arial, Times New Roman, or Verdana font of 11 point or larger; and Arabic page numbers in the top right corner.
- d. If a faculty member's supporting documentation includes large files (exceeding 25 MB), it is recommended the supporting documentation files be made available on an external storage site (e.g., Google Drive). The self-reflection must provide a clear reference to the materials and a working link for access by any reviewer.

5. Teaching Self-Reflection

In this section, it will be necessary to upload the following items:

- a. Current Curriculum Vitae as compiled in Sedona.
- b. Scanned copies of all Periodic/Annual Reviews for the period under review. The period under review for tenure is the period since appointment as a tenure-track faculty member at TWU. The period under review for promotion is the time since appointment as a faculty member at TWU or since the last promotion, whichever is most recent. For ease of access in review, it is recommended that all pages from a single prior performance review be scanned as a single document and clearly labeled. For example, a periodic performance review conducted in 2015-16 would be comprised of the self-assessment, recommendations, and ratings from the PRC, AC administrator, and Dean. All of these pages should be scanned together into a single document and saved as a pdf with the file name of "Smith performance review for AY 2016."
- c. Workload reports for all semesters in the review period. These reports are to be uploaded as supporting documents to the teaching reflection. See Appendix A for supporting information.
- d. Teaching reflection - see Appendix B for suggestions regarding appropriate content.

6. Student Course Evaluations

- a. The quantitative data from Student Course Evaluations since Fall 2016 will be automatically populated. (Fall 2016 was the first year for the current TWU Student Course Evaluation system.) The faculty member may elect to include the qualitative data by checking the "Yes" box on the Student Course Evaluations page. The FPR system will display either all or none of the qualitative data, at the election of the applicant.
- b. For Student Course Evaluations prior to Fall 2016, the faculty member may scan and upload the evaluations for the earlier years in the review period. If you do not have access to reports from these years (copies you have retained, Pioneer Portal, etc.), you may request copies from the Office of Institutional Research and Improvement.
- c. It is necessary to click on the Save button at the bottom of this page, even if a faculty member does not select to include qualitative comments or to upload any supporting documents.

7. Peer Observation Report and AC Administrator Observation Report
 - a. **[Not required for 2022-23 applications]**
 - b. If a faculty member chooses to include any information related to teaching observations, it is the responsibility of the faculty member to ensure that the teaching observations are completed prior to the submission deadline for P&T applications.
8. Scholarship/ Creative Activities and Service Self-reflections
 - a. See Appendix B for suggestions regarding potential content for Scholarship/Creative Activities and Service.
 - b. In the Scholarship/Creative Activities section, it will be necessary to provide external reviewers with either a copy of any recent articles (or other scholarly materials) or access via a digital link. Many of these materials may be entered in the FPR system via the upload box on the Scholarship page. However, some files may be large. See item 4.d above for options to provide access to such materials.
9. Final Submission

Once the required documents and fields have been completed, the faculty member will have two options:

 - a. To have the portfolio sent to external reviewers by the AC administrator, faculty should click *Ready for external review*. (A discussion of external review is presented in the next section of these procedures.) Consistent with the promotion and tenure calendar, this step should be completed by early August. The materials in the FPR system at the time the *Ready* button is activated are the materials that will be shared with external reviewers. Please note that a faculty member may continue to make adjustments to the portfolio until the *Final Submit* button in *b* below is clicked, but those changes will not be included in the materials sent to external reviewers.
 - b. To submit the portfolio for final review, faculty should click *Final Submit*. This option will submit and close the portfolio. No new materials or edits may be added after submission. Alteration to the portfolio may only be made per the guidelines in URP III.12.a *Faculty Promotion and Tenure*. If the packet is accidentally submitted before it has been completed, a request to have it rolled back must be submitted to the Academic Affairs Administrator in the Office of the EVPAA/Provost. Per the University P&T calendar, *Final Submit* must be performed by a date specified in late September.
10. External Reviewer Process
 - a. Applications for tenure and/or promotion to Associate Professor or Professor require an external review of the candidate's record of scholarship and service to the profession. This requirement does not apply to faculty seeking lecturer or clinical promotions.
 - b. Each candidate will compile a rank-ordered list of three qualified external reviewers and their complete contact information (name, rank, university, email address, phone number, and mailing address). The Peer Review Committee will compile a second rank-ordered list

of three additional external reviewers with their complete contact information. Refer to URP III.12.a *Faculty Promotion and Tenure* for a list of required qualifications for external reviewers.

- c. Prior to soliciting external reviewers, the AC administrator should discuss any relationships with potential external reviewers with the candidate. The AC administrator will then invite a potential external reviewer from each list. The Faculty Performance Review website includes a recommended invitation letter. Should an invited reviewer decline the invitation, the AC administrator will contact another qualified external reviewer from the appropriate list until a reviewer from each list is secured.
- d. On or around the date specified in the P&T calendar, the AC administrator will provide external reviewers with a copy of the following materials in the candidate's portfolio:
 - i. Curriculum vitae
 - ii. Workload reports
 - iii. Examples of scholarship
 - iv. Self-reflections on teaching, scholarship, and service
 - v. Academic component and University promotion and tenure criteria

A recommended transmittal letter is available on the Faculty Performance Review website.

- e. To access these materials, download them from the Faculty Performance Review system.

System notes and suggestions:

- i. Save a copy of the downloaded materials on your computer's hard drive. This will make it accessible to you without the need to download multiple times from the FPR system.
- ii. Do not click on the *Task Complete* button until you have actually sent materials to the reviewers. Once the *Task Complete* button is clicked, this task will be removed from your My Worklist; and you will not be able to access the link to download materials again.
- f. While external reviewers do not evaluate the quality of teaching, sending external reviewers the teaching self-reflection and workload reports along with the other specified materials will provide context for review of the candidate's scholarship and service.
- g. External reviewers will not have access to materials housed in the TWU Open Access Repository.
- h. Materials for external reviewers may be transmitted in multiple ways. The following are four suggestions:
 - i. A paper letter and paper copies of all of the materials via U.S. mail or a delivery service.
 - ii. A paper letter with a thumb drive containing all of the materials via U.S. mail or a delivery service.
 - iii. An email with attachments. Depending on the size of the attachments, multiple emails may be required.
 - iv. An email with a link to a Google Drive that contains all specified materials.
- i. Each external reviewer will be asked to write a letter reviewing the quality, significance, and impact of the candidate's scholarship and service to the profession. These letters will be

placed in the candidate's portfolio and forwarded to the PRC prior to PRC review of the candidate. This is accomplished by the AC administrator's uploading these letters into the Faculty Performance Review system. The review cannot proceed to the next step, review by the AC peer review committee, until two external review letters have been uploaded.

11. Peer Review Committee

- a. Using the TWU Faculty Performance Review system, the Peer Review Committee will evaluate the portfolios and the letters from the external reviewers. The PRC will make a recommendation(s) regarding promotion and/or tenure with specific references to the degree to which the application meets TWU and AC criteria. The Chair of the PRC will submit the committee's recommendation(s), including a rationale for the recommendation(s) and any minority report(s), to the AC administrator by the date designated on the *Faculty Promotion and Tenure Calendar*. The faculty member will receive an email that the final report, including any minority report(s), is available for review. For the application to proceed to the next step of the review, the faculty member must acknowledge receipt of the PRC review. Similar acknowledgements will also be required at each subsequent step of review.
- b. Optional Action - At this time, faculty may upload a response to the recommendation(s), consistent with TWU's URP 02.342 *Faculty Promotion and Tenure*. In particular, the section entitled *Submission and Review of Portfolio* states that the candidate may upload a statement correcting factual errors in the report within seven days of receiving the report. The statement may not exceed one page. Once uploaded, it will be available in the system for the next level of review.
- c. Should a faculty member need to update the status of an item in the self-reflection (e.g., an article progresses from acceptance to publication), an email may be sent to the current level of review; and a brief statement of the factual change may be uploaded when the review is next acknowledged by the faculty member.

12. The AC administrator will review the portfolio and the recommendations from external reviewers and the PRC in order to make recommendations for promotion and/or tenure. The recommendation(s) must be accompanied by a rationale and submitted to the dean by the date designated on the *Promotion and Tenure Calendar*. The candidate and Chair of the PRC will receive an email when recommendations are available for review. As described in number 11 above, the candidate must acknowledge receipt of the reviewer recommendations for the review to advance. The faculty member continues to have the opportunity to provide a written statement correcting any factual errors.

13. The dean will review the portfolio, letters from external reviewers, and recommendation(s) from the PRC and the AC administrator. The dean will make recommendation(s) for promotion and/or tenure, and provide a rationale. The dean's written comments will be submitted to the University Promotion and Tenure Committee by the date designated on the *Promotion and*

Tenure Calendar. The candidate, AC Administrator, and Chair of the PRC will receive an email when recommendations are available for review. Faculty member acknowledgment of receipt is required, and the opportunity to provide a written statement correcting any factual errors is also available.

14. The University Promotion and Tenure Committee will review the candidate's portfolio, letters from external reviewers, and recommendations made at each level in order to make recommendation(s) for promotion and/or tenure. Member(s) of a candidate's AC PRC shall recuse themselves from reviewing the candidate's portfolio and submitting recommendation(s) at the level of University committee review. The committee shall prepare and submit a final report, including a rationale for its recommendation(s), to accompany the candidate's portfolio to the EVPAA/Provost. The candidate, PRC Chair, AC administrator, and dean will receive an email when the University Promotion and Tenure Committee's recommendation(s) are available for review. Faculty member acknowledgment of receipt is required and the opportunity to provide a written statement correcting any factual errors is also available.
15. The EVPAA/Provost will review the candidate's portfolio, letters from external reviewers, and recommendations made at each level in order to make recommendation(s) for promotion and/or tenure. The recommendation(s) and a rationale will be submitted to the Chancellor. The candidate, the PRC Chair, the AC administrator, the dean, and the University Promotion and Tenure Committee Chair will receive an email when the EVPAA/Provost's recommendation(s) are available for review. As described above, the candidate must acknowledge receipt of the review and has the opportunity to provide a written statement correcting any factual errors.
16. The Chancellor will review the candidate's portfolio, letters from external reviewers, and recommendations made at each level in order to make recommendation(s) for promotion and/or tenure which will accompany the candidate's portfolio to the Board of Regents. The candidate, PRC Chair, AC administrator, dean, University Promotion and Tenure Committee Chair, and EVPAA/Provost will receive an email when the Chancellor's recommendation(s) are available for review. As described above, the candidate must acknowledge receipt of the review and has the opportunity to provide a written statement correcting any factual errors.
17. The Board of Regents will reach a decision regarding promotion and/or tenure for each candidate. Following that decision, the candidate, PRC Chair, AC administrator, dean, University Promotion and Tenure Committee Chair, and EVPAA/Provost will receive an email when the Board's decision is available for review.

Appendix A

Faculty Workload Reports

The [Faculty Performance Review website \(https://twu.edu/academic-affairs/faculty-performance-review/\)](https://twu.edu/academic-affairs/faculty-performance-review/) includes a link to the TWU Faculty Workload SQL reports.

Note: Faculty must request their workload reports from their academic component administrators.

The Faculty Workload report at this link embeds the large enrollment course multipliers in the calculation of faculty workload. This version of the report does NOT address other situations such as team teaching (2 or more faculty assigned to a single course) or combined sections (e.g., bracketing of undergraduate and graduate courses or cross-listing of courses; courses that appear to have multiple sections on the course schedule, but actually meet as a single section). These situations will require manual adjustment. If the academic component administrator determines that it is appropriate to make changes in the work units for any course, they will also need to create new totals for each section that includes a change, as well as the total for the page. The current totals will not automatically adjust. With regard to the preparation of the SQL report, it is recommended that all of the semesters in an academic year (FA, SP, and SU) be combined into a single report for that year and that a separate report be prepared for each academic year. When printing, select the Print option that puts all columns on 1 page. This generates a more user friendly version for scanning/uploading.

Appendix B

Self-Reflection and Documentation

The self-reflections document the accomplishments of the faculty member in relationship to each of the University and AC criteria in the areas of Teaching, Scholarship and Creative Activities, and Service and the quality, relevance, and impact of the faculty member's work. In the self-reflections, it is not necessary to duplicate achievements listed on the curriculum vitae. The faculty member should, however, discuss how the items listed on the curriculum vitae demonstrate that University and AC criteria have been met. Selected supporting documentation must be included with each section. Particular attention should be given to accomplishments since the last review.

Introductory Narrative (included at the beginning of the Teaching self-reflection)

The introductory narrative describes the faculty member's roles and responsibilities within the academic component, the college, and the university. Within the introductory narrative or within each section of teaching, scholarship, and service, the faculty member may provide a philosophy statement and explain how teaching, scholarship, and service are connected and integrated. The following is a list of types of documentation that may be included in PPR self-reflections or supporting documents. It is not meant to be exhaustive.

Teaching

- Peer observations of teaching
- Peer examination of a teaching portfolio
- Analysis of student evaluations and learning outcomes
- Analysis of courses taught, number of preparations, class sizes, course levels, types of courses in relation to component criteria for promotion and tenure

- External review of course materials
- Honors or special recognitions for teaching
- Grants related to instruction
- Development of new programs and courses
- Teaching innovations
- Preparation of publications to be used in class
- Reports from alumni and their employers
- Recognition of the quantity and quality of mentoring
- Evidence of student achievement
- Service learning and internships directed
- Evidence of the quality and quantity of graduate student research and creative projects, independent studies, professional papers, theses and/or dissertations directed by the faculty member in those areas with graduate programs

Scholarship and Creative Activities

- Published/peer-reviewed works, articles, book reviews, bibliographies, essays, papers in anthologies, proceedings, translations, book chapters, books, monographs
- Published curriculum or training materials
- Artistic works (include venue), short stories, poems, dramatic works, musical composition or arrangement, choreography, exhibitions, performances, recitals, direction of works in the performing arts, recorded works in the performing arts, refereed or invited works
- Peer-reviewed presentations at professional meetings
- Non-referred works and non-juried creative works
- Contributions to the art of teaching, textbooks, articles on pedagogy, development of technological applications for teaching, audiovisual media for classroom use
- Internal and external grant proposals, grants, and contracts
- Honors and awards (explain the nature of the award and method of selection)
- Professional development for research, scholarship, and other creative activities
- Inventions, patents, and copyrights

Service

- Participation and leadership in university, college, and component committees and task forces
- Service to student organizations and student recruitment and retention activities
- Development of newsletters, brochures, in-service programs, non-credit continuing education courses, and professional conferences
- Recognition of the quantity and quality of advising
- Service to the profession (indicate state, regional, national, and international affiliations), membership and leadership in professional organizations, journal editorship, consulting projects, technical reports, panel chair or discussant, etc.
- Manuscript and grant reviews, adjudication of exhibits, performances, and designs
- Voluntary participation in local, regional, state, national or international non-profit organizations (role, years of service, major contributions, elected or appointed)
- Honors and awards related to service (explain nature of award and method of selection)