

Leaping into Faculty Evaluation: Promotion, Tenure, Transparency, Training



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Overview



Context

Review, Revision, Approvals

Portfolio Process Reimagined

Professional Development

Best Practices

SACS-COC Standards



6.3: The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members, regardless of contract or tenure status. (*Faculty appointment and evaluation*)

6.5: The institution provides ongoing professional development opportunities for faculty members as teachers, scholars, and practitioners, consistent with the institutional mission. (*Faculty development*)

The Leap



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1. **Preparation**—need solid preparation; build momentum, but don't use up all energy here. Don't lean forward or height will be reduced.

Preparation = Context



Institutional Context

Mission

Catalyst for Revision

Inconsistency in
Portfolios

Confusion regarding
Expectations

Preparation = Context



Objectives

Clarify guidelines

Expand definitions of teaching, scholarship

Align expectations with revised mission (community engagement)

Allow application across diverse disciplines

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2. **Power**—actions in this step include “launch,” “start,” “force,” “press,” and “achieve.”

In academia, strong “power” lies in shared governance.

Power = Stakeholders



Leading charge: Deans' Council

Other parties:

- ✦ Faculty Senate
- ✦ Department Heads' Council
- ✦ Deans' Council
- ✦ Provost
- ✦ President

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3. **Timing**—takes working simultaneously, engaging quickly, and being aware.

Timing = Implementation



18-month process

Partial roll-out in month 6 (faculty with choice of portfolio version)

Approvals

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4. **Energy**—“Dancers adjust their energy flow to create these subtle differences in their leaps.”
Breathing is important.

Energy = Challenges



Consistent definitions

Expectation of concrete/quantifiable guide

Research-based approach (Boyer)

Redefinition of community engagement

Challenges



Consistent definitions

Examples

Quality Teaching

Collegiality

Challenges



Expectation of concrete/quantifiable guide

Examples

Limiting definitions

Desire for a number

Challenges



Research-based approach (Boyer)

Example

Scholarly credit for program proposals/accreditation

Peer Review

Challenges



Redefinition of community engagement

Example

Connection to discipline, as defined by discipline

Challenges



Multiple revisions of Faculty Handbook

Examples

Inclusive language (creative activity)

Consistent references (instructor/lecturer)

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5. **Shape**—what is trying to be achieved in the air. The dancer should be able to make that shape on the ground.

Shape = Reimagined Portfolio



(Shape of the T&P Application)

Portfolio Guidelines

Created New Document

Improved Transparency

Tested Guidelines

Gathered Feedback

Revised Guidelines

The Leap



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6. Control—Even with everything else, leap will not be achieved without keeping it all under control.
“Control doesn’t come from tensing your muscles.”
Good alignment and engagement are essential.

Control = Quality



Professional Development

Transparency—All Deans Presented

Experienced Faculty Presenters

Tiered Training by Rank

Access to Model Portfolios

Archived Workshops

Incentivized Faculty Participation

Take a Leap



Best Practices

Recommendations

Questions



Works Cited



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