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

Context

Review, Revision, Approvals

Portfolio Process Reimagined

Professional Development

Best Practices
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)*
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6 Tips for Great Dance Leaps

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
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
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

The Radio City Rockettes. “6 Tips for Great Dance Leaps.” [https://www.rockettes.com/blog/6-tips-for-great-dance-leaps/](https://www.rockettes.com/blog/6-tips-for-great-dance-leaps/)