Reappointment, Promotion and Tenure Workshop

Goals of the Workshop

- To provide a comprehensive understanding of the Reappointment, Promotion and Tenure Process
- To clarify and address questions about College- and Department-level expectations in the areas of research, teaching and service
- To provide guidelines for Best Practices in portfolio development and preparation
- To provide links to key documents and additional resources
- In short, to take the “mystery” out of the RPT process and give you the tools you need to prepare a successful packet *over the summer and in the coming years.*
Reappointment, Promotion and Tenure Workshop

Overview

- College Expectations for RPT
- The Big Picture: Research, Grants, Proposal Writing, Collaborations, Departmental Mentoring
- The RPT Process: Progression Schedules and the Timeline
- Knowing and Clarifying Criteria and Standards
- Best Practices for Portfolios: Contents and Common Pitfalls
- Ten RPT Facts and Myths: Testing Your Knowledge on Key Issues
- Frequently Asked Questions: What You’ve Always Wanted to Ask
- Open Q&A
Progression Schedule for Tenure Track Faculty

Assistant Professor (newly-hired)

- 2-Year Contract
- 2-Year Contract
- 3-Year Contract

Prior to each subsequent contract, a review via the Reappointment, Promotion and Tenure Process is subject.

Application for Tenure must be made at the beginning (Fall) of the second year of the 3-Year Contract.

If Tenure is not granted by the end of the sixth year, the seventh year is terminal.
Progression Schedule for Tenure Track Faculty

Associate Professor (newly-hired)

2-Year Contract
3-Year Contract

Prior to each subsequent contract, a review via Reappointment, Promotion and Tenure is subject.

Application for Tenure must be made by the beginning (Fall) of the second year of the 3-Year Contract.

If Tenure is not granted by the end of the fourth year, the fifth year is terminal.
Progression Schedule for Tenure Track Faculty

Professor (newly-hired)

3-Year Contract

Application for Tenure must be made by the beginning (Fall) of the second year of the 3-Year Contract. If Tenure is not granted by the end of the second year, the third year is terminal.
## Approximate RPT Timeline

<table>
<thead>
<tr>
<th>Deadline/Timeframe</th>
<th>Action</th>
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<tbody>
<tr>
<td>September 30</td>
<td>Departmental RPT Committee Elected</td>
</tr>
<tr>
<td>September 30</td>
<td>Application and Portfolio for RPT Submitted</td>
</tr>
<tr>
<td>October 30</td>
<td>Departmental RPT Committee Report due in Dean’s Office</td>
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<tr>
<td>November 30</td>
<td>College RPT Committee Report due in Dean’s Office; Dean makes recommendations to Provost.</td>
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<tr>
<td>December 1-15</td>
<td>Reappointment Letters are sent out by Chancellor’s Office</td>
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<td>January 7</td>
<td>Dean’s Promotion and Tenure Recommendations, Departmental and College RPT Reports sent to Provost</td>
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<tr>
<td>January – March</td>
<td>University RPT Committee makes recommendations to Provost; Provost’s recommendations are sent to Chancellor.</td>
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<tr>
<td>March - May</td>
<td>Chancellor recommends to BOTs, President and BOGs. Promotion and Tenure Letters are sent out by Chancellor’s Office.</td>
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Knowing the University’s RPT Criteria: The NC A&T Faculty Handbook

Review and become familiar with:

- Appendix C-2 Criteria for the Evaluation of Faculty

- Appendix C-3: Policies Concerning the Minimum Requirements and General Criteria for Promotion in Rank and/or Permanent Tenure
Break Out Session #1: Knowing Your Departmental and College Standards for RPT

- How clear are your RPT Departmental Standards, in regard to teaching, research and service?

- How clear are the College’s Standards?

- Do you know what is required for reappointment or promotion and tenure in your Department? In the College?

- What questions do you have about these Standards? Where and how could they be made clearer?
Best Practices for Portfolios

I. Contents

- Cover Letter (see below)
- Application for Promotion and Tenure
  http://www.ncat.edu/provost/docs/appl_promotion_tenure.pdf
- Hard Copies of Most Recently-Published Articles and/or Book Chapters
- 1 External Letter*
- Teaching, Research and Service Sections
- Cover Letter, Teaching, Research and Service Statements (at beginning of respective sections)

II. Common Pitfalls: College RPT Committee’s Advice

* Strongly encouraged
Best Practices for Portfolios
Content

More on the External Letter

Purpose:

- To demonstrate that there is an external colleague who knows and respects the applicant’s *scholarly* work.

Guidelines:

- The applicant provides the names of three possible external references to his/her Chairperson, who chooses and contacts one reference (by mid-August).
- The letter should be written by a person who is not related to the faculty member (by marriage, birth, etc.).
- The letter can be written by a dissertation advisor or committee member, in the case of a faculty member who is in his/her first 2-Year contract.
Best Practices for Portfolios

Content

Cover Letter and
Teaching, Research and Service Statements
(see Handout)

- Statements introduce each major section of the portfolio.

- The Handout provides a set of general guidelines.

- Work with your Department Chairperson on specifics. There might be disciplinary differences.
Best Practices for Portfolios
Common Pitfalls

College RPT Committee Members:

Dr. Phyllis Ford-Booker (Psychology)
Dr. Greg Goins (Biology)
Dr. Mary T. Lewis (Social Work)
Break!
Break Out Session #2: RPT Facts and Myths

Myth #1: Reappointment is a given. Everyone is reappointed.

- Reappointment focuses on the faculty member’s “promise” in the areas of teaching, research, scholarship and on his/her “ability to relate effectively to peers and students.”

- The faculty member should be making satisfactory progress in these areas.

- Reappointment provides opportunities to raise flags (concerns about performance and progress).

- Concerns that go unaddressed can be barriers to reappointment or tenure.

- In some cases, serious concerns about teaching, research, service or the “ability to relate effectively to peers and students” can jeopardize reappointment to a second contract.
RPT Myths

Myth #2: Because I was successfully reappointed twice, I should not have a problem getting tenure.

- Unaddressed flags or serious concerns raised during the reappointment stages can be barriers to tenure and promotion.

- Satisfactory progress must be steady or continuous, from reappointment through to the tenure application.
RPT Myths

Myth #3: Tenure decisions are based solely on the professional qualifications and performance of the applicant.

At the levels of the Dean, University RPT Committee, Provost and the Chancellor, the following can be taken into account:

- Resources to support the application
- Consistency of application with current College and University goals
- Factors such as tenure density, enrollment trends, needs in critical areas of specialization and results of program audit and review

See NC A&T Faculty Handbook, Chapter 5 Section A1 and Appendix B-2, Section 3D.
RPT Myths

Myth #4: Only research and grant funding count for RPT

- Research and grant funding are increasingly important, but they are not the only aspects of the applicant’s record that count.

- An **outstanding** teaching record is important. Consult Appendix C-3 of the *Faculty Handbook* and Departmental and College Standards for specifics.

- Contributions to the Department, College and University in the area of service are also important. Consult Appendix C-3 of the *Faculty Handbook* and Departmental and College Standards for specifics.

- The applicant must also show “**demonstrated** ability to relate effectively to peers and students.”
RPT Myths

Myth #5: Tenure is a license to retire.
Tenured faculty cannot be fired.

Incentives to maintain or increase performance levels in teaching, research and service include:

- Post Tenure Review (5-year cycle) [http://www.ncat.edu/academics/schools-colleges1/cas/faculty-resources/pdfs/posttenure_review.pdf](http://www.ncat.edu/academics/schools-colleges1/cas/faculty-resources/pdfs/posttenure_review.pdf)
- Promotion to Full Professor. See Appendix C-3 of the Faculty Handbook and your Departmental Standards for specifics.

Tenured faculty can be terminated or discharged under certain conditions:*

- Termination: financial exigency, major curtailment or elimination of a teaching, research or public service program
- Discharge: incompetence, neglect of duty, misconduct of such a nature as to indicate that the individual is unfit to continue as a member of the faculty

*Faculty members have the right to appeal certain of these instances.

See [http://www.ncat.edu/provost/docs/Code%20600%20Academic%20Freedom%20and%20Tenure%20Amend%20Fall%202009.pdf](http://www.ncat.edu/provost/docs/Code%20600%20Academic%20Freedom%20and%20Tenure%20Amend%20Fall%202009.pdf)
RPT Myths

Myth #6: If one faculty member “votes” against me, I will not be reappointed or granted tenure.

No. However, what does a “vote” mean, in the context of RPT?

- Department RPT Committee Report: Chairperson and a maximum of 6 tenured faculty members. A majority vote carries.
- College RPT Committee Report: Minimum of 5 tenured faculty members. A majority vote carries.
- Dean’s recommendation
- Positive Promotion and Tenure votes by two of the above three “bodies:” application is sent to the Provost with a positive recommendation and then sent on to the University RPT Committee.
- University RPT Committee: 13 members elected from 7 Colleges/Schools and Library. Majority vote carries.
- Negative Promotion and Tenure votes by two of the three above “bodies:” application is forwarded to the Provost with a negative recommendation. The Provost requests additional justification and reconsideration by the three College bodies.

See *NC A&T Faculty Handbook*, Appendix B-2, Section 3D for additional details.
RPT Myths

Myth #7: If I am well-liked, I will be reappointed or receive tenure and promotion. If not, I will not.

- Reappointment, promotion/tenure are based on objective criteria related to teaching, research, service, but also on the faculty member’s “ability to relate effectively with peers and students.”*

- This is not the same as “being liked.”

- Faculty behavior cannot interfere with the functioning of the Department, College or University.

*Please note: Reappointment and tenure are also based on “the needs, resources and the mission of the institution.” See NC A&T Faculty Handbook, Appendix B-2, Section 3A.
RPT Myths

Myth #8: I cannot delay my tenure clock.

- Under certain conditions, a faculty member *may* request a one-year delay in the tenure clock. These conditions might include:
  * serious illness of faculty member
  * prolonged/serious illness, where you are the primary care-giver
  * administrative appointment

- If a delay in the tenure clock is desired, the request should be made, in writing, to the Chairperson who, in turn, will make a recommendation to the Dean. The Dean will make a recommendation to the Provost.

- Timing? As soon as possible, but no later than August of the year in which reappointment or tenure and promotion are sought.
RPT Myths

Myth #9: I will get tenure and promotion, if I publish X number of papers.

- Teaching and service, as well as scholarly research, are important.
- The quality of peer-reviewed journal articles (including online articles) and presses are important. These are department/disciplinary matters.
- Specific reappointment and tenure/promotion standards are set by Departments and the Dean.
RPT Myths

Myth #10: If Professor X was reappointed or received tenure, I will, too.

- Cases are judged on their merits relative to Departmental and College Standards and University Criteria, not in comparison with other faculty members.

- Disciplines differ.

- Departmental, College and University Standards change.

- Are you sure you know everything about Professor X?
Frequently Asked Questions

**Question #1:** What happens if I am not reappointed?

- The faculty member will be given 180 days notice of non-reappointment (hence the letters sent out in December).

- The faculty member completes the academic year (ending in May, though salary may continue through June 30).

- The faculty member may appeal to the Dean, the Provost, the Faculty Hearing and Reconsideration Committee, the Chancellor and the Board of Governors, but only on certain grounds (First Amendment Rights, discrimination or personal malice).

See *NC A&T Faculty Handbook*, Appendix B-2, Section 5.
FAQs

Question #2: What happens if I am not granted tenure?

- The faculty member will have a terminal year (refer to Progression Schedule).

- The faculty member may appeal to the Dean, the Provost, the Faculty Hearing and Reconsideration Committee, the Chancellor and the Board of Governors, but only on certain grounds (First Amendment Rights, discrimination or personal malice).

See NC A&T Faculty Handbook, Appendix B-2, Section 5.
FAQs

Question #3: What if I disagree with Departmental or College RPT Committee Report or with the Dean’s Recommendation?

- You have the right to respond, in writing and in a timely manner, to the Departmental RPT Report.
- The rebuttal letter will be inserted in the portfolio which will move to the next level.
FAQs

**Question #4: Can I withdraw my application for tenure and promotion?**

- An application for tenure and promotion cannot be withdrawn if the applicant is in his/her second year of the final contract (3-year contract for Assistant Professors, 2-year contract for Associate Professors, and 3-year contract for Full Professors).

- If the application is withdrawn in the second year of the final contract, you will not be given another opportunity to apply for tenure. The final year of the contract will be your terminal year.

- Otherwise, the application is early can be withdrawn, before it leaves the College.
FAQs

Question #5:
Should I come up early for tenure?

- You may apply for tenure and promotion before the second year of your final contract (refer to Progression Schedule.) If tenure is denied, you may reapply for tenure, but no later than the second year of your final contract (the year before your terminal year).

- Seek the advice of your Chairperson, if you are interested in applying for tenure and promotion early.

- The College emphasizes the importance of demonstrating a track record of excellence in teaching, research and service at NCA&T, unless you gave up tenure in coming to A&T.

*See NC A&T Faculty Handbook, Appendix B-2, Section 3, D2.
FAQs

Question #6: Can excellence in one area mitigate an average or below-average performance in another area.

- At the reappointment stages, an average or below-average performance in one area is likely to raise a flag and constitute a barrier to reappointment or to tenure/promotion.

- For tenure and promotion, no. For example, in addition to three peer-reviewed journal articles, the Dean’s Evaluation Sheet requires “above-average teaching evaluations and exceptional service to the department, College and University during the preceding five years.”

- Consult the Departmental and College Standards. Speak with your Chairperson.
FAQs

Question #7
Can I add to my portfolio once it has left the Department?

Yes, if your portfolio mentioned an item as pending (a submitted journal article or grant proposal) before it left the Department and the item was finalized before your portfolio was sent to the Provost.
Other Useful Websites

- College of Arts and Sciences – Faculty Resources
  [http://www.ncat.edu/academics/schools-colleges1/cas/faculty-resources/index.html](http://www.ncat.edu/academics/schools-colleges1/cas/faculty-resources/index.html)

- Faculty Handbook

- Office of the Provost – Academic Freedom, Tenure and Due Process
  [http://www.ncat.edu/provost/docs/Code%20600%20Academic%20Freedom%20and%20Tenure%20Amended%20Fall%202009.pdf](http://www.ncat.edu/provost/docs/Code%20600%20Academic%20Freedom%20and%20Tenure%20Amended%20Fall%202009.pdf)
Questions?