

# Promotion and Tenure and Post-tenure Review Updates

Wednesday, August 9, 2023



# Who's New?

## **The Team Supporting Faculty Evaluations**

Wes Daggerhart, Watermark Faculty Success

Jamie Grimes, Watermark CourseEvals

Carmen Skaggs, Promotion and Tenure Policy and Process

Tracy Collerain and Paul Hearn, UITs Support for Watermark



# What's the Same?

Promotion and Tenure Process



# What's New?

## PRP for Pre-tenure review



“If the performance in any of the categories is judged to be not successful/not satisfactory the faculty member must be provided with a Performance Remediation Plan (PRP). The appropriate supervisor will develop the PRP in consultation with the faculty member with feedback from any committee that participated in the third-year review. The PRP must be approved by the Dean of the academic unit. The faculty member will have one year to accomplish the goals/outcomes of the PRP. This will become part of the official personnel records.”

(BOR Academic and Student Affairs Handbook 4.4 Faculty Evaluation Systems)

# What's Changed?

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Post-tenure Review (PTR) Process



# Post-tenure Review Process

The **primary evidence** to be considered by review committees/administrators for post-tenure review consists of the **five most recent annual evaluations and a current curriculum vitae** (see [KSU Faculty Handbook Section 3.12](#) for the review process and portfolio instructions). Post-tenure review also considers the broader peer and administrator perspectives provided by members of the College Promotion and Tenure Committee and by administrative levels of review.

Post-tenure review will result in an assessment of the strengths and weaknesses in the quality and significance of a faculty member's performance in the context of individual roles and responsibilities. **The overall outcome of the performance will be assessed on a five-point scale:**

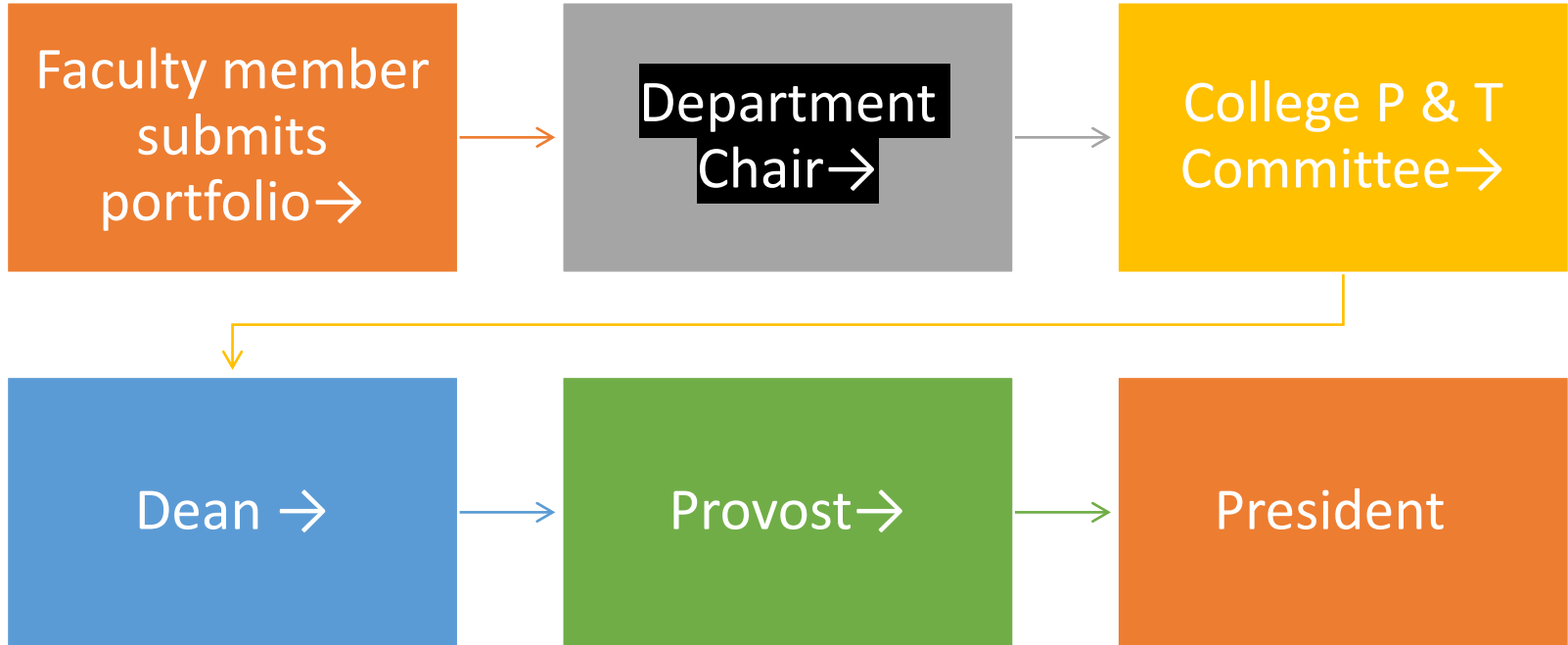
- 5 - Exemplary
- 4 - Exceeds Expectations
- 3 - Meets Expectations
- 2 - Needs Improvement
- 1 - Does Not Meet Expectations

# What is Expedited PTR?

## Expedited Post-Tenure Review

“As the annual review documents constitute the “primary evidence” for multi-year reviews, faculty members receiving ratings of “3” (“meeting expectations”) or above **in all areas of faculty review, as well as in their overall annual reviews during the 5-year period under PTR consideration, may submit an expedited PTR review.** Expedited PTR reviews will contain all annual reviews (along with any rebuttal or response documentation) for the period under review, along with a shorter narrative (3-6 pages recommended with a 12-page maximum). No additional materials will be required for the portfolio to be considered complete. **Faculty receiving a “1” or “2” rating in any area of review or in their overall annual reviews during any given year under PTR consideration, will submit the standard (full) set of portfolio materials.”**

# Post-Tenure Review Workflow (New 1st step)





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## One-time Monetary Award

**For regularly  
scheduled PTR  
overall rating of 4  
or 5**

\$5K for a 5

\$2K for a 4

Faculty will then be eligible for the same award in five years (and no sooner than five years) at their next post-tenure review. Faculty who undergo a corrective or voluntary post-tenure review, on the other hand, are not eligible for this one-time award.

*\*Note that the award amount is subject to change based upon available funding; therefore, it will be reviewed and confirmed each year.*

# Performance Improvement Plans (PIPs)

In the event of a post-tenure review that does not meet expectations (1) or needs improvement (2), the faculty member's appropriate supervisor(s) and faculty member will work together to develop a formal Performance Improvement Plan (PIP) in consultation with the review committee based around the deficiencies found by the committee. Consistent with the developmental intent of the PTR, the PIP must be designed to assist the faculty member in achieving progress towards remedying the deficiencies identified in the post-tenure review. (BoR Faculty and Student Affairs Handbook 4.7)

The following parties should be involved in the creation of a PIP, in the monitoring of the faculty member's progress towards completion of the plan, and in verifying the plan's completion:

1. The affected faculty member.
2. The academic home department chair/school director.
3. The dean of the faculty member's academic home.
4. An optional fourth colleague -the affected faculty member may ask one of the members of the College Review Committee to serve as this fourth principal.

The PIP must be approved by the Dean and submitted to the institution's Office of Academic Affairs via the electronic portfolio system by the last day of the current academic year contract. (BoR Faculty and Student Affairs Handbook 4.7)

# PIPs Continued

This work may begin as soon as the first level committee issues an evaluation of 1 or 2. The PIP is not finalized until the President issues the final evaluation of the post-tenure review.

- The PIP should include the following:
  1. A set of realistic goals that are achievable within the timeframe of the Performance Improvement Plan.
  2. A set of realistic strategies for achieving those goals.
  3. A realistic measurement.
  4. A realistic timeline.
  5. Available resources for enacting strategies and achieving goals.
  6. Set meetings between the chair and the faculty member - at least two (including the PIP planning meeting) during the Spring Semester and two the following Fall semester.
- In addition to setting forth realistic goals that are specific and achievable during the evaluation period, the PIP should fit within the faculty member's situational context and workload. It should address the issues that caused the 1 or 2 rating(s). Important note: Faculty cannot be required to fulfill their PIP while they are off contract.

# **Summer Update: BoR Modification to Due Process Following an Unsuccessful PIP (Post-tenure Review)**

## Current:

University Committee (if requested) → Provost → President → BOR 6.26  
Discretionary Review (if requested)

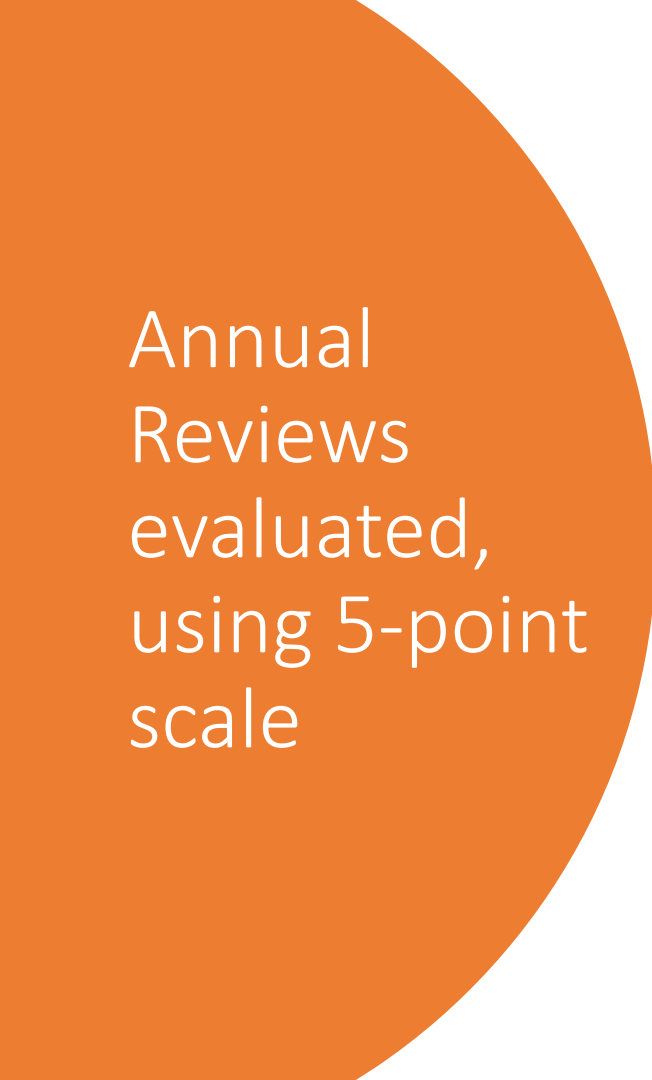
## Revision:

University Committee (if requested) → Provost → **Dismissal Committee**  
(if action is dismissal and if requested) → President → BOR 6.26  
Discretionary Review (if requested)

# Composition of the Dismissal Committee

If the institution does not have a final dismissal hearing committee as a standing committee of its faculty's legislative body, a PTR final dismissal faculty hearing should be formed within 5 calendar days of receiving the faculty member's request and consist of not fewer than three, but not more than five, impartial faculty members appointed by the executive committee (or its equivalent) of the highest legislative body of the faculty, from among the members of the entire faculty of the institution. Members of the hearing committee may serve concurrently on other committees of the faculty. The hearing committee should elect a chair from its membership. The entire process of the hearing and written recommendation from the final hearing committee to the President must be completed within 30 calendar days from the date of the faculty member's request for a hearing.



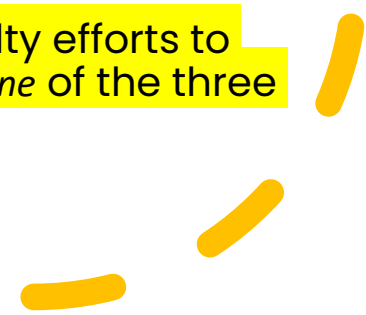


Annual  
Reviews  
evaluated,  
using 5-point  
scale

- Chairs will evaluate faculty members in each of the three performance categories—teaching, scholarship and creative activity, and service—based upon the following five-point rubric:

- 5. Exemplary
- 4. Exceeds Expectations
- 3. Meets Expectations
- 2. Needs Improvement
- 1. Does Not Meet Expectations

(BoR Academic and Student Affairs Handbook 4.4)

- In addition, chairs will evaluate faculty efforts to promote student success in *at least one* of the three areas.
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<b>Previous 3-Point Scale</b>	<b>5-Point Likert Scale</b>
<b>1—Not Meeting Expectations</b>	1—Does Not Meet Expectations 2—Needs Improvement
<b>2—Meets Expectations</b>	3—Meets Expectations
<b>3—Exceeds Expectations</b>	4—Exceeds Expectations 5—Exemplary

# How will my overall score be calculated?



According to USG policy, “Institutions must ensure that workload percentages for faculty roles and responsibilities must be factored into the performance evaluation model in a consistent manner. The overall evaluation must indicate whether the faculty member is making satisfactory progress toward the next level of review appropriate to their rank, tenure status, and career stage as noted in the 5-point scale.” (BoR Academic and Student Affairs Handbook 4.4)



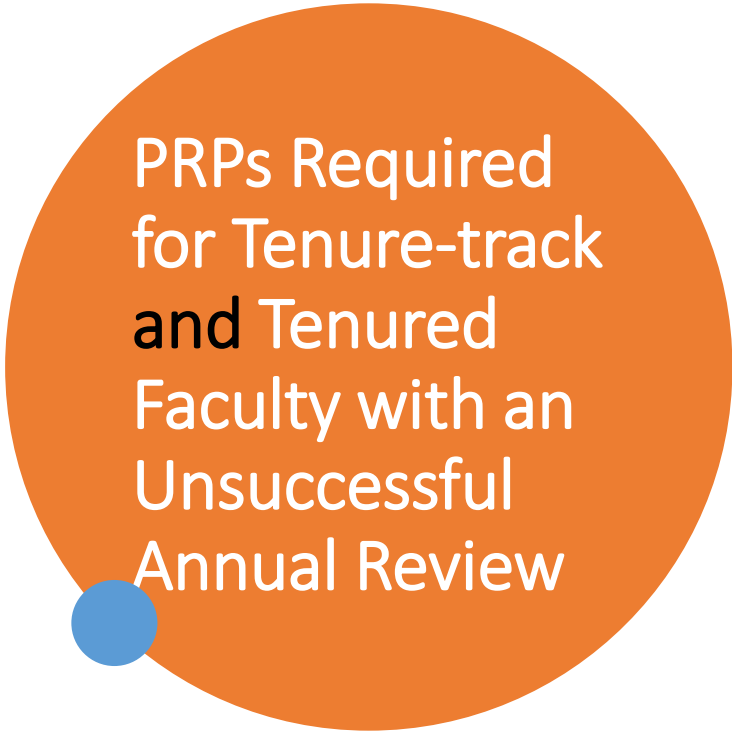
The overall evaluation will weigh the rating in each area by the workload percentage in that area. The overall evaluation will then be rounded to the nearest whole number; however, the overall evaluation can be a maximum of 4 (cannot be 5) if there is a 1 in any area.




# Weighted average formula for overall score:

*This section should provide an overall assessment of performance in relation to the individual's assigned allocation of effort. The final rating should be weighted based the workload percentage for each category.*

- *The weighted average formula to be used is: (Teaching Workload % x Teaching rating) + (Research Workload % x Research rating) + (Service Workload % x Service rating)*
- *The overall evaluation will then be rounded to the nearest whole number; however, the overall evaluation can be a maximum of 4 (cannot be 5) if there is a 1 in any area.*
- *For example,  $(.60 \times 3) + (.30 \times 4) + (.10 \times 5) = 3.5$  (rounded for an overall score of 4)*



PRPs Required  
for Tenure-track  
**and** Tenured  
Faculty with an  
Unsuccessful  
Annual Review



....tenure-track faculty members will also be evaluated annually on the elements of teaching, student success activities, research/scholarship, and service..... In the case of deficiency identified through an annual evaluation, they will be put on a Performance Remediation Plan (PRP). (BoR Academic and Student Affairs Handbook 4.7)

# Administrative PTR

## What's New?

1. Post-Tenure clocks do not stop for administrators.
2. Previously deans, chairs, and the provost were evaluated every 3 years, beginning in their second year as part of the ARD/FPA process. Now all administrative faculty will be evaluated using the same process but every 5 years.
3. Contract "type" defines an administrative faculty member.  
(Faculty Handbook, Section 1.1)
4. University and Academic Administrator categories.

# Administrative PTR

- All administrative faculty have received their first or next year for review.
- Two online sessions will be held in September to discuss details of the process and to meet Hisham Haddad, the faculty coordinator for the Administrative PTR process.

# Watermark Updates For Next Year's Review Cycle

Ability to sort faculty by department in workflow

Ability to integrate ARDs/FPAs from prior year submissions

Integration of Course Evals and Faculty Success, making evals available to faculty and reviewers

# Promotion and Tenure Workshops

**Day 3: Wednesday, August 9, 2023**

**P & T Workshops**

**Room Location: SC 109 (Science Building)**

9:00 – 10:30 am In-person, SC 109 (Science Building)	<b>P &amp; T Policy Updates Workshop (For ALL Full-time Faculty)</b> Dr. Carmen Skaggs, Assistant Vice President for Academic Affairs Ms. Lynn Lamanac, Assistant Vice President for Faculty and Academic Services Mr. Wes Daggerhart, Faculty and Academic Services Manager
11:00am – 12:30pm In-person, SC 109 (Science Building)	<b>P &amp; T Committee Reviewers Workshop (For Portfolio Reviewers only)</b> Dr. Carmen Skaggs, Assistant Vice President for Academic Affairs Ms. Lynn Lamanac, Assistant Vice President for Faculty and Academic Services Mr. Wes Daggerhart, Faculty and Academic Services Manager
2:00-3:00pm Virtual	<b>Watermark Training Session for Reviewers (For Portfolio Reviewers only)</b> Mr. Wes Daggerhart, Faculty and Academic Services Manager Dr. Carmen Skaggs, Assistant Vice President for Academic Affairs

