

Guidelines from the Faculty Evaluation Committee (FEC)

1. Notes on the Tenure and Promotion Process
2. Portfolio Guidelines for Candidates
3. Guidelines for Candidate Evaluation Committee Chairs

Departmental criteria, due dates, sample evaluation materials, etc. for the process of tenure and promotion are located on the Dean's page:

<https://rpublic.rollins.edu/sites/ASCPS/SitePages/Promotion%20and%20Tenure.aspx>

The College of Liberal Arts Bylaws can be found on the college website –

https://scholarship.rollins.edu/as_bylaw/ – and supersede any unintentional contradictions in these informal notes.

Notes on the Tenure and Promotion Process

Event & Relevant Bylaws Excerpts in Italics	Comments from FEC
<p>Candidate Evaluation Committee is formed, and the CEC Chair sends an email to FEC and Dean to list members by June 1.</p> <ul style="list-style-type: none"> • <i>The CEC normally consists of the Chair of the department (unless the Chair is being evaluated) and a minimum of two additional tenured members of the department who are selected by a majority of all fulltime tenured or tenure-track members of the department, without excluding tenured members who wish to serve. In addition, a member of the FEC serves as an ex officio (non-voting) member when the candidate is being evaluated for tenure or promotion.</i> • <i>If two additional tenured members of the department are unavailable, non-tenured tenure-track members may be appointed. If non-tenured tenure-track members are unwilling or unavailable to serve, the department Chair, with the advice of the candidate and the approval of the CEC, will select tenured members from outside the department to serve on the CEC. If the department Chair is the candidate being evaluated, another member of the department shall be selected as CEC chair.</i> • <i>For candidates with teaching or service responsibilities in more than one department or program, the CEC, with the advice of the candidate, will add to the CEC one more tenured faculty member, or non-tenured faculty member, if a tenured faculty member is unavailable. This faculty member should have greater familiarity with the work of the candidate outside the department to which the candidate was appointed. If such a faculty member is unavailable, the Dean of the Faculty will select a tenured faculty member to serve on the CEC.</i> 	<p>FEC Chair will henceforth copy correspondence to the candidate, the department chair, and the chair of the CEC, marked Confidential.</p> <p>The process and all FEC and CEC meetings are confidential and will not be discussed with anyone else.</p>
<p>Candidate uploads materials to Canvas. Canvas portfolio: See below for further information.</p> <p>Departmental criteria, due dates, and sample evaluation materials etc. for the process of tenure and promotion are located on the Dean's page: https://rpublic.rollins.edu/sites/ASCPS/SitePages/Promotion%20and%20Tenure.aspx</p>	<p>Most common concerns seen by FEC:</p> <ul style="list-style-type: none"> • Candidates not making a strong case for tenure and promotion to associate professor or promotion to professor. • Candidates not articulating a clear teaching philosophy. • Candidates not reflecting on prior feedback in CEC, Dean, and FEC letters. • Candidates simply re-stating their accomplishments.

	<ul style="list-style-type: none">• Candidates not highlighting their value to the college.• Candidates' materials not accessible to a general academic audience.
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Event & Relevant Bylaws Excerpts in Italics	Comments from FEC
<p>FEC Liaison appointed: serves as ex officio (non-voting) member of the CEC.</p> <ul style="list-style-type: none"> FEC Liaison reviews candidate materials, meets with the candidate, observes classes, answers any concerns or questions the candidate may have about the process, and serves as a link between the candidate and FEC. <i>In addition to the materials submitted by the candidate, as outlined below, the Chair of the CEC has the responsibility for collecting materials required for the evaluation, including letters from tenured members of the department and/or department letters signed by the tenured members of the department, and student evaluations, and making them available electronically for members of the CEC, FEC, and the Dean of the Faculty.</i> 	<ul style="list-style-type: none"> The FEC and Liaison may also consult with anyone necessary at the College to get a full picture of the candidate’s teaching, research, or service. The Liaison may talk with the Chair or individual department members if appropriate. The Liaison can have confidential conversations with the candidate. The Liaison is included in all pre and post meeting deliberations with access to all materials including individual letters.
<p>CEC Meeting(s): FEC Liaison attends all.</p> <ul style="list-style-type: none"> <i>No candidate is tenured or promoted without the approval of a majority of the CEC.</i> 	<ul style="list-style-type: none"> FEC Liaison meets with the department prior to the arrival of the candidate and is present throughout all CEC meetings and deliberations. FEC Liaison takes notes on procedure and outcome and ensures that the candidate is evaluated according to all the criteria set by the department. Except for mid-course reviews where no vote is taken, the CEC will vote on whether the candidate has met, or not met, the departmental and CLA criteria in Teaching, Scholarship, Service, and overall. The CEC then approves a report and recommendation written by the Chair. The report records all votes of the CEC and its recommendation.
<p>FEC Candidate meeting day.</p> <ul style="list-style-type: none"> <i>It is always appropriate for the FEC to introduce additional information that might not have been included by the CEC or the Dean of the Faculty. The FEC also has the authority to call in anyone it needs for consultation, especially where there is disagreement between parties at different stages of</i> 	<ul style="list-style-type: none"> FEC meets and prepares for the candidate (30 minutes). There are five FEC members on each candidate’s committee. The FEC Liaison takes notes during the meeting. Meetings begin by asking the candidate to make a 5-minute prepared oral summary of their case for tenure/promotion. FEC then asks a set of jointly created questions and listens to responses. The candidate has a chance to ask questions. The candidate then leaves.

<p><i>the evaluation process.</i></p>	<ul style="list-style-type: none"> • Except for mid-course reviews where no vote is taken, the FEC will vote on whether the candidate has met, or not met, the departmental and CLA criteria in Teaching, Scholarship, Service (individually), and overall. These votes are recorded in the FEC’s letter.
<p>After FEC meeting.</p>	<ul style="list-style-type: none"> • The FEC will report recommendations in writing to the Provost, with copies sent to the Dean of the Faculty, CEC, and the candidate. • Members of the CEC and FEC should refrain from individual conversations, with the exception of the FEC Liaison. • Provost makes a recommendation to President. • President makes a recommendation to the Board of Trustees (BoT), which then votes. President notifies candidate of BoT vote.

Portfolio Guidelines for Candidates

- **Informational Documents**
 - Guidelines from the Faculty Evaluation Committee
 - Departmental Tenure and Promotion Criteria
 - Tenure and Promotion Eligibility Worksheet – Identifies contract year and review years.
- **CV** – Preferably highlights items relevant to the period of review.
- **Professional Assessment Statement** – Candidate’s statement should demonstrate how their professional life in teaching, scholarship, and service forms a coherent whole that supports the missions of the department and Rollins College. The statement should make the case that the candidate has met the department and college criteria in the areas of teaching, research, and service. The statement is not merely a repetition of publications from the CV or quotes from the CIEs. Candidate should note that while teaching-workshops provide evidence of effort, these seminars alone do not make a case for teaching excellence. Candidate should work within the **3000-word limit**.
- **Sample Syllabi and Course Materials** – 4-5 recent syllabi samples that, if relevant, include lower- and upper-level major courses, and courses from programs such as rFLA, RCC, Honors, and CE. As relevant, include quizzes/exams, assignment descriptions, rubrics, and a few samples of assessed student work. To better contextualize the course materials, these samples will ideally be appended to the corresponding syllabi, or contextualized on a Canvas page including links to the documents. A summary of student evaluations across time is also appreciated.
- **Peer-Reviewed and Refereed Scholarship Activities** – Upload all publications or artifacts that satisfy the numerical scholarship requirement of the review period. These submissions must be consistent with departmental scholarship criteria and, depending upon the department, could include publications, performances (drama, literary readings, music), exhibitions (art), recordings (dance, music), patents published or exhibited, published data-sets and codebooks, and awarded NSF grants. These artifacts represent completed, peer-reviewed, or refereed scholarship that counts toward the minimum quantitative benchmark for the current review.
- **Additional Scholarly Activity** – Upload under this tab scholarship that is applicable to the review period. The term *other scholarship* refers to scholarly activities that the departmental criteria do not count toward the minimum quantitative benchmark, but which help to demonstrate and establish a pattern of activity. Post here, for example, scholarship out for review, conference presentations, newspaper op-eds, or NSF grants under consideration. For mid-course candidates (who may not yet have a publication) examples of work in progress are helpful.
- **Past Evaluation Letters** – these Annual CEC letters, midcourse CEC, Dean, and FEC letters for tenure and promotion to associate professor (tenure CEC, Dean, and FEC letters only for promotion to professor) should be ordered chronologically, with sub-headings indicating the Academic Year of evaluation, e.g.:
 - AY 2017-2018
 - 2018 CEC Letter
 - AY 2018-2019
 - 2019 CEC Letter
 - 2019 Dean Letter
 - 2019 FEC Letter
- **External Reviews** – If the department requires external review letters, post here. If desired, post published reviews of book(s); reviews from art, theatre, and music critics; and optional letters from scholars at other institutions.
- **Other Materials** – Please be selective. For example, materials related to service are typically not necessary. Ideally, if any documents are posted here, compile related items as a single document when possible.

Guidelines for Candidate Evaluation Committee Chairs

In the spirit of collegiality, the FEC has put together this brief set of guidelines to help CECs effectively conduct and document faculty evaluations. Please contact your FEC liaison or the Chair of FEC if you have any questions or need further clarification.

Planning the CEC Meeting

- Schedule CEC meeting after coordinating with the FEC liaison, the candidate, and CEC members.
- Ensure that CEC members have access to the candidate's materials on Canvas and adequate time to review documents prior to the CEC meeting.
- The CEC chair should explain the structure of the CEC meeting to the candidate, FEC liaison, and CEC members in advance so all involved know what to expect. This generally involves a brief 5-minute oral presentation by the candidate followed by a Q & A session addressing teaching, scholarship, and service.
- Give candidates a chance to make their case for teaching, research, and service accomplishments.
- While the CEC chair may invite non-CEC faculty to attend the candidate's presentation, deliberations about the candidate's performance should involve only the members of the CEC (voting) and FEC liaison (non-voting).
- After the candidate is excused, the CEC discusses and votes (*except for mid-course reviews where no vote is taken*) on the candidate's performance on the three dimensions of the departmental criteria, as well as the overall recommendation of the committee. The FEC liaison must be present during this entire process.

Conducting the CEC Meeting

- It may be helpful for the CEC and FEC liaison to meet briefly before the candidate arrives to identify key issues and questions that need to be addressed.
- The FEC liaison's role in the CEC meeting is to observe and take notes, participating only if a procedural issue arises. Note: The FEC liaison is a non-voting member of the CEC.
- If CEC deliberations occur prior to the meeting, such as in the form of circulated letters or emails, and/or continue past the initial meeting, the FEC liaison must be present for all subsequent discussions and voting.
- The CEC should formally vote on the candidate's performance on each of the departmental criteria as well as on the committee's overall recommendation. Each vote should be documented in the CEC letter (include numbers but not names). *Note: no votes are taken on mid-course reviews.*

After the CEC Meeting

- CEC letters should accurately reflect what occurred in the CEC meeting and clearly state how departmental criteria were defined, measured, and evaluated. The candidate's strengths and weaknesses should be systematically addressed with supporting evidence substantiating all recommendations and conclusions.
- Before submitting the CEC letter, all CEC members should review and endorse the letter to ensure it accurately reflects the committee's views and recommendations.
- The candidate is given the opportunity to check the letter for factual errors only.
- Make sure to adhere to the CEC letter deadlines specified in the *Bylaws of the Faculty of the College of Liberal Arts*. Given the high number of faculty evaluations currently scheduled, early letter submissions are always appreciated.