



# **Faculty Rank & Promotion Plan**

# Table of Contents

	<b>PAGE</b>
Welcome: Letter to Faculty from Dr. Mojock	3
Introduction and Foreword	4
<b>SECTION ONE: General Info and Key Aspects</b>	<b>5</b>
Candidate Eligibility	
Faculty Ranks and Attributes of Ranks	
Process Timeline (at a glance)	7
<b>SECTION TWO: FR&amp;P Criteria</b>	<b>8</b>
General	
Assessment Elements & Four Categories, Base Requirements And Factors for Analysis of Criteria	
Teaching Excellence Category	9
Community Service Category	11
Service to College Category	12
Professional Accomplishments in Field Category	13
<b>SECTION THREE: FR&amp;P SYSTEM &amp; PROCESSES</b>	<b>14</b>
Promotion Application Procedure (Flow Chart)	14
General: The Committees	15
FR&P Overall Process Description (Narrative)	17
FR&P & Administrative Committee Charters	18
FR&P Suggested Timeline (Detailed)	25
<b>SECTION FOUR: PLACEMENT OF FACULTY INTO RANK</b>	<b>23</b>
Model/Formula, Initial Distribution	
First Promotion for Initially Placed Current Faculty and Placing New Hires into Rank	24
<b>SECTION FIVE: FR&amp;P Compensation Model</b>	<b>26</b>
Key Strategic Intents of Compensation Model	
2005-7 Faculty Rank Salary Ranges	
Compensation Model for Promotions	27-28
<b>Appendix A: Request for Application Consideration Form     Peer Committee Review Form</b>	31-33
<b>Appendix B: FR&amp;P Ballot and FR&amp;P Tally Sheet</b>	34-35
<b>Appendix C: Portfolio Register</b>	36-46

# **Welcome to the Faculty Rank & Promotion Plan**

## ***... a letter to Faculty from President Mojock***

March 30, 2005

Dear LSCC Faculty:

Needless to say creating this Faculty Rank & Promotion system has been a huge undertaking. As we draw closer in finalizing all of its “devilish” details, I wanted to thank all the people who have worked so long and hard on this important project and remind all of us to look again at the “big picture” of what we intended to achieve.

What were we out to create? What success criteria did we believe essential?

We wanted to create a faculty rank and promotion system that would:

- Place us on a par with other leading community colleges and attract new instructional talent to fill our vacant positions
- Emphasize and acknowledge faculty professional growth across a wider spectrum of accomplishments; and officially recognize it by bestowing appropriate titles reflective of such effort
- Foster the achievement of greater levels of institutional effectiveness by expanding excellence in instruction, quality programs and outstanding services for our community
- Set into place and commit to a compensation and review process for the continuous (albeit slow and steady) improvement of faculty salaries with a pledge to increase salaries when more funding is available
- Institute a secure funded model to provide at minimum a yearly wage or cost of living increase as well as salary increases for faculty rank promotions
- Provide a performance-based compensation system which would afford those who want to avail themselves of it the opportunity to increase their salaries significantly over their LSCC career.

It is fair to say that this system and compensation model will not make senior instructors “wealthy” or even substantially improve their salary positions. Some faculty have pointed out there are easier ways to make “significant money” than electing to engage in the Rank & Promotion system. But, keep in mind that we are creating a model for the future and we are just laying the foundation. We all have the power of choice. You may choose to only take the annual wage increase and do overloads to secure more compensation. However, now there is the opportunity, where none existed before, for you to choose another path for increasing your compensation, growing it significantly over your career, while at the same time achieving a prestigious rank title and providing real contributions to the improvement of teaching and learning at LSCC.

Please keep these points in mind as you review the following Plan and its compensation model.

Sincerely, Dr. Mojock

# Faculty Rank & Promotion Plan

## Introduction and Foreword

This document, the Faculty Rank & Promotion Plan, documents the details of the Faculty Rank & Promotion Program: the why, what, how and when.

The goal of the FR&P Program is

**to establish a performance-based faculty rank and promotion system that would bestow appropriate titles and compensation for significant accomplishments by faculty, as recognized by peer faculty and administration, and that move the College to greater levels of institutional effectiveness.**

This plan and its operational program are benchmarked with other fellow community colleges, such as Manatee, Daytona Beach, Central Florida and Palm Beach. Completion of the plan took nearly a year through various committees as facilitated by the Steering Committee. The committees were populated with both faculty and administration and acceptance of the Plan was reached through consensus by both faculty and administration. The District Board of Trustees on April 19<sup>th</sup> enthusiastically responded positive to the design and passed it on June 21, 2005.

There are five major sections of this Plan: 1) General Information: Key Aspects 2) Criteria for Rank Promotion (to be documented in the applicant's portfolio; 3) System & Processes of the Program, 4) Placement of Faculty into Rank, and 5) Salary/ Compensation Model.

Because LSCC only had one rank for faculty, the move toward a full rank system required additional work, specifically, the initial placement of all existing faculty into an appropriate rank commensurate with each faculty member's professional standing. The initial placement into rank, relative to the establishment of required service (in years) for each rank, necessitated also establishing for each faculty member a "personal" time requirement before he/she would be eligible for applying for promotion. The entire initial placement of faculty into rank was presented, discussed, and approved by the Faculty Senate and Administration.

The Steering Committee and its subcommittees feel that it is important for everyone to recognize that the first year or two working the FR&P Plan and its program will necessitate additional fine-tuning and therefore patience and flexibility on everyone's part. The Steering Committee acknowledges the Plan and Program is not, as yet, perfect but is on the road toward perfection with the understanding and assistance from everyone.

Lastly, applying for rank and therefore executing the program is a personal choice for each faculty member. And in applying a person has the right to withdraw at anytime without penalty. In keeping with LSCC's Value of Respect, each person not only must make his/her choice, but that also each person must respect the choices made by others.

**Section One**  
**GENERAL INFO: KEY ASPECTS**

## **Candidate Eligibility for Rank Promotion Consideration**

To be an eligible candidate for rank promotion a faculty member must be:

- on continuing contract
- have a satisfactory rating or higher on his/her last performance review
- completing his/her last year in the current rank (as designated in the Plan, See “Faculty Ranks”, below).

Candidates must officially apply for promotion consideration. (See “Request for Application Consideration Form”, Appendix A, page 28-31).

Candidates must complete and submit a professional portfolio. The portfolio must provide evidence of the candidate’s performance in meeting the Categories of Criteria set forth in this plan. Documentation of performance used in the portfolio can be for the last seven (7) years maximum. (See “FR&P Criteria: General”, page 8-12 for details).

There is no quota on how many faculty members can be promoted in a given FR&P Program year. However, the understanding by faculty and administration is that FR&P system may not accommodate a large number of candidates because of all the processing work. Should a large number of candidates file the FR&P Committee and Administration would need to assess the situation and manage the situation as appropriately as possible. Such might necessitate employing seniority as a means to determine candidates for each rank.

## **Faculty Ranks**

LSCC’s Faculty Rank system is comprised of 5 ranks. Each rank has a specific number of assigned service years before a faculty member in that respective rank may apply for promotion. A faculty member may apply in the last year assigned to the rank – he/she does NOT have to complete fully the last year before applying.

<b>Ranks</b>	<b>Number of Required Service Years in Rank</b>
1. Instructor or Staff Librarian	Must obtain continuing contract
2. Assistant Professor or Assistant Librarian	7 years
3. Associate Professor or Associate Librarian	7 years
4. Professor or Librarian	7 years
5. Senior Professor or Senior Librarian	

## Ranks' Service Years & Timetable for Promotion Eligibility

Rank	Years Required in Rank	Portfolio Reviewed by FR&P Committee in (cumulative)	Promoted to next Rank in ...
Instructor or Staff Librarian	3 minimum (grandfathered) 4 minimum (new hire*)	4 <sup>th</sup> year 5 <sup>th</sup> year	5 <sup>th</sup> year
Assistant: Professor or Librarian	7 years (grandfathered) 6 years (new hire*)	11 <sup>th</sup> year	12 <sup>th</sup> year
Associate: Professor or Librarian	7 years	18 <sup>th</sup> year	19 <sup>th</sup> year
Professor or Librarian	7 years	25 <sup>th</sup> year	26 <sup>th</sup> year
Senior: Professor or Librarian	N/A	N/A	N/A

\* Policy changed 8/31/05 requiring new hires to fulfill 4 years minimum before being reviewed and awarded continuing contract. See page 32 for employee specifics.

**Note:** Current Faculty as of 2005-6 will be initially placed into a Rank per a model/formula. Also these faculty members will be awarded teaching experience of completed years which then sets the number of years before they may apply for promotion to the next Rank . (See, separate document on FR&P website: Placement of Full-Time Faculty).

### Overall successful attributes of each rank are:

**1. Instructor or Staff Librarian:** perform at satisfactory level and maintain at least entry level credentials for re-appointment prior to earning a continuing contract; must earn cont. contract then can apply for promotion in 4th year (minimum)

**2. Assistant: Professor or Librarian:** exhibit professional growth and are both effective and innovative teachers/librarians; demonstrate positive collegial relationships; actively seeking ways to improve; may apply for promotion to Associate Professor in their 7th year of Assistant Professor rank

**3. Associate: Professor or Librarian:** are effective and innovative teachers/librarians who continue to refine skills in assisting students; constantly evaluate their methods of teaching and make innovative changes; consistently active in college service; serve as mentors to less experienced faculty; may apply for Professor rank in their 7th year of Associate Professor rank

**4. Professor or Librarian:** are effective and innovative teachers/librarians, leaders and mentors at the College; sustain significant professional development and service to the College in key roles; may apply for Senior Professor rank in their 7th year of Professor rank

**5. Senior: Professor or Librarian:** are effective and innovative teachers/librarians setting role model standards; are leaders at the College; serve as senior mentors to other mentors; demonstrate

special recognition of significant professional accomplishments; hold significant leadership roles in College and professional organizations

## **FR&P Process Timeline (at a glance)**

For a more detailed timeline of events see “Faculty Rank Promotion Process: Suggested Timeline” page 23.

### **First Year**

January: Candidate Chooses Peer Review committee

Jan-March: Peer Review of Portfolio & classroom observations

Mar-April: Peer Deliberations & Initial Recommendation to Candidates

April-Aug: Assemble & Review of Final Portfolio

Sept-Nov: Final Portfolios Submitted to FR&P Committee & deliberations made

Nov. 1: FR&P Decisions to Candidates

Dec 1: Admin Deliberations

Dec. 15: Admin Decisions to Candidate

### **The following year**

Jan: Appeals Process (if needed)

Feb 1: President’s Decisions to Candidates & Recommendations to Board

Mar: Board Reviews and Approves

Apr: Promotions Announced; New FR&P Committee

July: Compensation awarded

## ***Section Two***

# **FR&P CRITERIA: General**

**The candidate must submit a professional portfolio for review and assessment by the Peer Review Committee, FR&P Program Committee and Administrative committee. The portfolio must contain or demonstrate the following elements and criteria. A complete set of criteria for the Portfolio is found in Appendix C, “FR&P Portfolio Register.”**

### **FR&P Criteria Assessment Elements**

- Evaluation – summative for faculty retention based on quality & effectiveness
- Improvement – formative for innovation (professional development plan)
- Recognition & Reflection – of instructional efforts (teaching philosophy, strategies...)
- Interpersonal & College Business Interaction Assessment – with staff, colleagues and community

### **The 4 Categories of Criteria are:**

1. Excellence in Teaching/Librarianship
  2. Community Service
  3. Service to College
  4. Professional Accomplishments in Field
- Explanation of and greater detail about each category can be found on the following pages.

### **Required for promotion consideration:**

- A written introduction presenting and describing teaching philosophy, strategies, and objectives supported by all other portfolio components. (note: could and possibly should change from year to year with all other portfolio components representing and supporting this philosophy)
- Candidates for rank promotion would require at least 90 points for advancement, with at least 50 points coming from the category of Teaching or Librarian Excellence. The highest possible points per category:
  - Excellence in Teaching/Librarianship – 60 pts. (Max 35 pts from FR&P Committee and 25 pts max. from Peer Committee)
  - Community Service – 20 pts.
  - Service to College – 20 pts.
  - Professional Accomplishments – 20 pts.

Documentation of accomplishments in Categories can be a maximum of seven (7) years old.

### **Suggested Factors for Analysis of Criteria:**

- Degree of Complexity
- Value of the Outcome
- Value of Time Expense
- Amount of Integration or Synthesis
- Weight of Responsibility

- Level of Involvement

**Category: Excellence in Teaching/Librarianship (60 pts.)**

**Why we assess:**

- to establish peer review for professional growth and development
- to foster the development of faculty
- to demonstrate accountability

**Suggested Criteria:**

- Peer review statement from colleagues who have observed your teaching (ability to relate to students; knowledge of subject matter; planning; appropriate utilization of available resources; students' performance in relation to course objectives)
- Documentation of course materials prepared for classroom, including web-based courses, development of new courses, and evidence of flexibility within established courses to adapt to students' needs.
- Samples of course materials prepared for classroom teaching and library support, such as presentations, syllabi, exams, and handouts, with an emphasis on clarity, completeness, and fairness to the student.
- Demonstrating and applying graduate credit coursework completed at "B" or above.
- Honors received from colleagues and organizations in the discipline.
- Documentation of interactions with students in addition to holding and keeping regular work or office hours.
- Documentation of classroom student evaluations and unsolicited written evaluations by students.

In the case of professional Librarians, evidence of a mastery of and superior performance in one or more of the following areas may be considered in lieu of or in addition to formal teaching duties:

- Collection development (including print and electronic acquisitions, contracts and intellectual property management, and information licensing)
- Collaboration with national, state, and local consortial library groups and other institutions
- Website development (digital content, etc)
- Liaison duties for faculty and programs
- Information access (including cataloging and classification, circulation/reserve, interlibrary loan/document delivery)
- Library development efforts, including fund-raising, promotion
- Research for special projects
- Library management and administration

- Reference desk instruction and assistance with patron research
- Strategic planning and plan implementation
- Subject expertise
- User services

Documentation of excellence and contributions in these areas shall follow the same format as the suggested criteria mentioned above (i.e., peer statements, honors, publication, program development, etc.)

### **Category: Community Service (20 pts.)**

#### **Why we assess Community Service:**

- to promote mutually beneficial relationships between the College and the outside world
- to expand professional growth
- to demonstrate accountability

#### **Suggested Criteria:**

- Chair or participant in community fundraising or volunteer effort
- Chair or participant of work project benefiting non-profit
- Member of Board of Directors of community non-profit
- Participant in overseas medical work team
- Participant in community volunteer effort
- Team member for Relay for Life, other fundraising efforts

**Special Note:** If a faculty member chooses to use criteria from this category, it would be up to the individual faculty member to specify how the items of community service listed benefit the college and the general community, and the peer committee would review that justification. Items that would be excluded from this category are any sponsored activity that solely benefits the members of the sponsoring organization.

## Category: Service to College (20 pts.)

### Why we assess Service to College:

- to increase the effectiveness and efficiency of College programs, systems and processes for purpose of enhancing students' success and respect from the communities the College serves
- to expand professional growth of faculty
- to demonstrate accountability

### Suggested Criteria:

- Serving in leadership positions on committees/councils/forums/task forces that are either department-centered or college-wide (e.g., chairing or an officer of FSEC, FACC, SGA, Equity/Diversity projects, etc.)
- Representing the College in an official capacity at a formal community/outside function
- Serving in a leadership position in a national professional group/association
- Advising a College group or club
- Leadership position in a significant grant project
- Significant participation in seeking grant funding for the College
- Serving as a member on committees/councils/forums/task forces that are either department-centered or college-wide
- Volunteer work at College (e.g. Foundation, Athletic & SGA events, etc.) or an official community/outside function or event (e.g. Voter Registration, Parades, Charity events, etc.)
- Attending College events outside normal work hours (e.g. Sports, Diversity events, Theatre & Music programs, etc.)
- Participating as a team member in seeking grant funding for the College
- Mentoring Liaisons

**Special Note:** The above list is based on criteria assessed at other colleges, such as Manatee, DBCC and GCCC. Other criteria were added as suggested by the committee and faculty at large.

## Category: Professional Accomplishments in Field (20 pts.)

### Why we assess Professional Accomplishments in Field:

- to expand professional growth of faculty
- to foster the development of outside professional relationships
- to assist actively in the expansion of disciplines or fields of knowledge

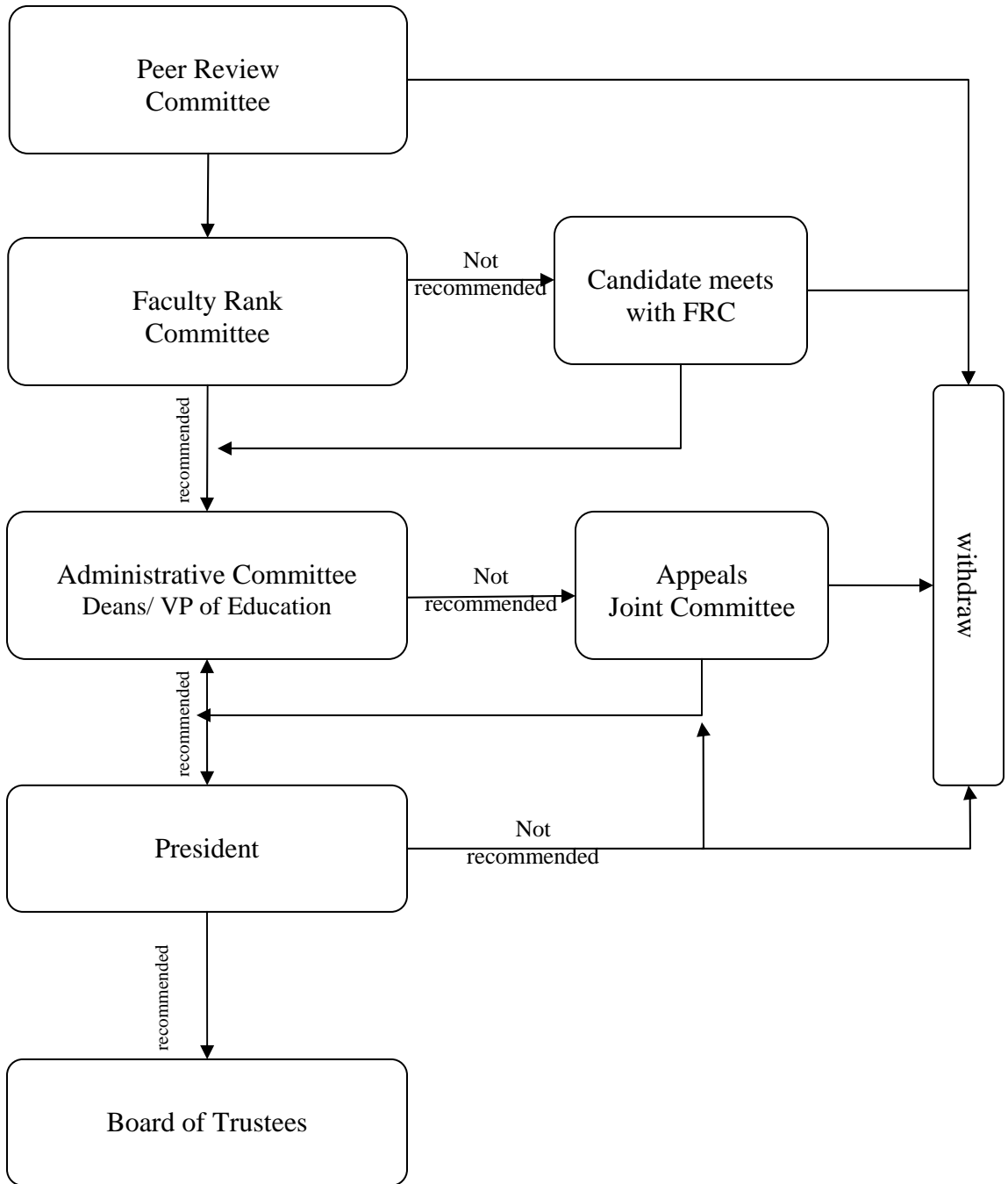
### Suggested Criteria:

- Publishing, editing, or reviewing a collegiate-level textbook, journal, newsletter, technical manual, research paper or software in electronic or paper format.
- Scholarly presentation of an abstract, poster, paper or other research-based topic at a professional seminar.
- Speaker at a professional conference, seminar or forum.
- Additional degrees, credentials, certifications or licensure of any kind.
- Public exhibition or performance of work (e.g. Art, photography, computer graphics, theater, music...)
- Developing and teaching a fully online, reduced seat time or web-enhanced course.
- Demonstration of professional leadership at the state or national level.
- Graduate coursework in the field.
- An award, certificate or documented recognition.
- Consultation or substantive current on-the-job work related to the discipline taught.(this meets working in the field intent)
- Professional Association Membership and participation.
- Documented peer recognition not listed elsewhere. (e.g., contributing test questions to a state or national certification examination, honoraria...)
- Seminars, workshops, training or conferences attended.
- Serving as a facilitator at a professional conference, seminar or forum.
- Completing coursework (continuing education) relevant to teaching area and outside field.

**Special Note:** The above list of criteria is based on criteria used by other colleges, such as Manatee, DBCC, and GCCC. Also incorporated is the current list of professional development planning areas used by LSCC during the annual performance evaluation process for faculty and a list of ideas from our faculty.

**Section Three**  
**FR&P System and Processes**

**Promotion Application Procedure (Flow Chart)**



## **FR&P System: General**

**The FR&P System consists of a group of interconnected and interdependent processes. These processes are enacted by a set of three committees responsible for various outcomes. The committees and their responsibilities are as follows.**

### **Peer Review Committee**

This Committee is comprised of four academic members selected by the candidate with one member being Peer Chair. The Peer committee:

- ❖ Perform classroom observations of the candidate;
- ❖ Review & provide feedback on the candidate's portfolio;
- ❖ Assist the candidate in deciding if he/she is qualified for promotion

The Peer Committee facilitated by the Peer Chair will determine the allocation of points up to a maximum of 25 to be awarded to Teaching Excellence based upon their teaching observations.

### **Faculty Rank & Promotion Committee**

*For more information on how the FR&P Committee is formed and functions, see "FR&P Overall Process Description: FR&P Committee Charter" beginning on page 19.*

This Committee is comprised of six full-time continuing contract faculty members. One of the second term committee members will be elected by the committee to serve as Chair and has no voting rights. In extenuating circumstances the Chair may be appointed by the President. Committee members will serve as Case Managers for a specific candidate. Where the committee members each receive a copy of only the candidates' registers, the Case Manager receives a full copy of the portfolio to study in detail so as to present a synopsis of the portfolio to the other committee members.

The Peer Committee Chair for each candidate joins the FR&P Committee as a temporary seventh member and has no voting rights. The Peer Chair on the FR&P Committee presents formally his/her candidate's portfolio and attends meetings relative to his/her candidate as requested by the core committee.

The core Faculty Rank & Promotion Committee shall serve for two years and be responsible for:

- ❖ Appraising the work, research, and service performance of all faculty who are candidates for promotion.
- ❖ Completing a ballot designating/awarding points for the four categories with appropriate explanation (Note: the Chair does not complete a ballot)
- ❖ Providing written recommendations to the Administrative Review Committee of faculty eligible for promotion
- ❖ Reviewing and recommending FR&P system and processes changes to the Faculty Senate and Administration for next year's program.

### **Administrative Review Committee**

This Committee consists of three Deans and the VP of Educational Services. This committee is responsible for:

- ❖ Reviewing Candidates' portfolio (documentation) and recommendations from the FR&P Committee
- ❖ Completing ballots and making their decisions on which candidates should move forward (be promoted and to what rank)
- ❖ Providing written notification by Dec. 15th to candidates on their options to either move forward, withdraw w/o prejudice or request an appeal
- ❖ Forwarding their recommendation by Jan 15th to the President.

## FR&P Overall Process Description

Each faculty member who becomes a candidate for promotion will select four members from the faculty in early January to serve on his/her Peer Review Committee. This committee is charged with the duties of classroom observation, reviewing the candidate's portfolio, and helping the candidate decide if he/she is qualified for promotion. The Peer Review Committee will review the portfolio and perform classroom observations during January and February. They will deliberate in March and pass their recommendation onto the candidate by the first week of April. If the candidate wants to continue the process, he/she will then submit their name for promotion to the HR director in April. The Peer Review Committee will continue to help the candidate through the summer if the candidate decides to proceed.

The college website will have a page for Rank and Promotion where candidates can obtain the relevant paperwork for their portfolio including a cover sheet. The Committee will also hold an informational session each year in March to assist faculty who are considering applying for promotion.

*(Recommend Looking at <http://uwf.edu/academic/pte/packet.htm> for an ex.)*

The candidates are responsible to fill out a cover sheet for their portfolio that identifies where evidence for relevant criteria can be found in the candidate's portfolio. The candidates may request letters of support related to each relevant criteria to include as part of the portfolio. Candidates may withdraw at any stage by writing a letter to the chair of the Faculty Rank Committee.

The candidates are to submit their portfolios to Human Resources per the timeline/schedule, see page 23. The portfolio will be passed on to the Faculty Rank and Promotion committee for their deliberation per the timeline/schedule, see page 23.

By Nov. 1, each candidate will receive a letter, delivered by hand, that states the decision of the Faculty Rank Committee. The letter will also detail the categories' point scores with appropriate explanations. Lastly, the letter to each candidate will offer the individual three options for his/her application: to move forward; to withdraw without prejudice; or if the results are unfavorable, to request a meeting with the Faculty Rank Committee to clarify any issue related to process or content. The candidate must notify the Chair of his/her decision within one (1) week of receiving the Committee's letter.

If a meeting with the FR&P Committee is requested by the candidate to clarify questions concerning the decision, it will be held within 2 weeks of the candidate being notified by the Committee. The candidate can then decide to proceed or to withdraw. Although the original vote and the written recommendation will not be altered, the Committee will forward a statement reporting the content of this meeting with the recommendation. A copy of this statement will be sent to the candidate.

The recommendations of the Faculty Rank Committee concerning each candidate will be given to the Administrative Rank & Promotion (AR&P) Committee by Dec. 1. The FR&P Committee,

specifically the Case Managers, will conduct a meeting with the Administrative Rank & Promotion Committee to present a synopsis of the candidates' portfolios. The AR&P committee will review the candidates' portfolios, and complete an FR&P Ballot and Tally Sheet. Per the outcome of such, the AR&P committee by Dec. 15 will send each candidate a letter notifying his/her of their decision. The letters will also remind the candidates of their three options: to move forward; to withdraw without prejudice; or if the results are unfavorable, to request an appeal. The request for an appeal by a candidate must be made in writing to the Vice President Academic Affairs by January 2<sup>nd</sup>.

If an appeal is requested, a meeting will be scheduled by the second week in January with the Joint Appeals Committee. Members of the Joint Appeals Committee could be the Director of Human Resources and two faculty members who have previously served on the Faculty Rank Committee. The formal appeals process will follow action by the Administrative Committee. The two types of appeal (Joint Appeals Committee and Executive Administrative Appeal) are not to be viewed as alternate means but are to be followed in progression. A candidate must initiate the first appeal request by January 2<sup>nd</sup> upon:

- (1) being notified of not being recommended for promotion;
- (2) becoming aware of any procedural violations.

If the Joint Appeals Committee recommends denying a promotion, and the candidate wishes not to withdraw, he/she may request an Executive Administrative Appeal whereby all of the promotional documentation, including the recommendation of the Joint Appeals Committee, is forwarded to the President. The candidate may request the opportunity to present his/her case directly to the President.

The candidates will decide to proceed or to withdraw their applications by Jan. 15 when the Administrative Rank & Promotion committee passes its recommendations onto the President. The President may ask for clarification from the Administrative Rank & Promotion committee.

The President will notify the candidates of his/her decision by Feb. 1. If it is an unfavorable decision, the candidate can request that the portfolio be sent back to the AR&P committee for clarification. The President will deliver his/her recommendations to the Board in February.

The Board will approve promotions in March for the following academic year.

**CHARTERS FOR**  
**FACULTY RANK AND PROMOTION COMMITTEE CHARTER**  
**AND**  
**ADMINISTRATIVE RANK AND PROMOTION COMMITTEE**

**FACULTY RANK AND PROMOTION COMMITTEE CHARTER**

The Faculty Rank and Promotion (FR&P) Committee is recognized as the central “work horse” of the entire FR&P system. The Committee is empowered yearly by both faculty and administration to manage the FR&P Program. The committee’s program responsibilities consist not only of the processing of all the candidates’ applications, reviewing their portfolios and recommending candidates to move forward, but also evaluating the system and recommending necessary changes for increased effectiveness and efficiency.

The Committee shall appraise the work, research, and service performance of all faculty candidates requesting promotions. Evaluations are to be based on criteria adopted by the faculty in agreement with the Board of Trustees and college administration. The Committee shall make written recommendations to the Administrative Review Committee on promotion of faculty.

**1.0 FR&P Committee Composition**

The Lake-Sumter Community College shall have a Faculty Rank and Promotion Committee composed of six faculty members as core. The core committee members are chosen by the Jury System from all continuing contract faculty. As best as possible the selection will be a mix of faculty across departments. A seventh member, the Peer Review Committee Chair for each candidate, will join the committee in a temporary capacity to present his/her candidates portfolio and answer any questions. Terms of service shall be two years for the core committee and only one year for the candidates’ Peer Review Chair. Faculty serving on Peer Committees cannot serve on the FR&P Committee. All continuing contract full-time faculty are eligible to serve. Faculty who are candidates for promotion will be ineligible for membership during the year in which their candidacies are reviewed. The members would be named each April. [Initially, half the members would serve for one year, half for two, so that each year, there would be a carry-over of half the committee, with only half being new members.]

**2.0 Populating the FR&P Committee**

Membership on the core Faculty Rank Committee is determined by Jury System, whereby faculty are obligated to serve their terms when their last name comes up in an alphabetical list of all eligible faculty (eligibility is defined above).

In April the Faculty Rank Committee Chair will obtain a list of all currently employed faculty from the Director of Human Resources. He/she will eliminate those currently serving, those leaving the Committee at the end of May having served a full term, and those who have not yet

attained continuing contract. A separate list will be created for each of the four groups: Arts and Sciences faculty, Business and Technology faculty, Nursing faculty, and Librarians.

[It is suggested that members of the initial committee be selected from those who have served on the Rank and Promotion committees to insure continuity. Subsequently, selection will begin at the top of the alphabet and methodically descend each list.]

The Chair will notify the faculty in April (either three or four, depending on how many faculty members are leaving the Committee at the end of that May) who are slated to next serve on the Committee. If a faculty member cannot serve on the Committee for any reason he/she has one week to appeal to the Vice President for Educational Services. If the Vice President for Educational Services agrees that a faculty member has a legitimate reason for not serving then the Chair will notify the next faculty member whose last name falls alphabetically after those initially determined.

Once a name has been passed over for any reason from the alphabetical list that specific faculty member will not be eligible for Committee membership until the alphabetical rotation returns to his or her name.

### **3.0 New FR&P Committee Members**

Terms of office for members shall run from June 1 of the year he/she is initially slated for membership to May 31 two years hence. Members must serve the two years unless excused by the VP of Education Services and President for extenuating circumstances.

### **4.0 Resignations**

If a Committee member resigns during his/her term before or during the Committee's consideration of the promotional cases, the Chair shall refer to the alphabetical list to determine which faculty member comes immediately after the faculty last appointed to the Committee. In the event that the resignation occurs after the Committee's consideration of the promotional cases, it shall be left to the Committee's discretion whether or not to fill the vacancy.

Newly appointed or continuing Committee members who decide to apply for promotion within the deadline set by the Vice President for Educational Services must resign from the Committee.

### **5.0 Internal Functioning**

The Committee shall elect its own Chair from any member who is beginning his/her second term. In extenuating circumstances the President may appoint the Chair. The Chair will arrange a fall semester discussion panel on preparation of successful portfolios for prospective candidates for promotion. The Chair will assign a case manager for each candidate for promotion. The Chair will maintain a log of committee action on each candidate. This document will be filed with the Director of Human Resources. The Chair will fill any vacancy on the Faculty Rank Committee

should a resignation occur, as approved by the VP Educational Services and President and according to the official order.

Committee decisions shall be based solely on the content of the Portfolio and supporting documentation. No interviews will be conducted with applicants, applicants' students, colleagues, or supervisors. Individual committee members will not discuss promotion applications or promotion criteria with individuals or groups outside of Committee meetings.

All applications shall be treated in a confidential manner, and the discussion of applications, applicants, and promotion criteria shall be limited to official committee meetings. Committee votes are to be taken by secret ballot. The Chair does not vote but collects the sealed votes.

All five members must vote on each candidate for promotion. The "in blind" (confidential) vote will be cast on the official FR&P ballot (see Appendix B) in a sealed envelope. The ballot must show breakdown of points he/she has determined for each category. In the category of Teaching Excellence a member can only award a maximum of 35 points of the 60 maximum. The other 25 points maximum will be assigned by the Peer Committee Chair for the candidate's teaching ability reflective of the peer committee members' observations. The FR&P Tally sheet will show in the Teaching Excellence category the assignment of points for both the Committee voting member and the candidate's Peer Chair.

After all the confidential "in blind" FR&P ballots have been completed and collected by the Chair, the Chair and the Human Resources Director will open the envelopes. Together they complete the FR&P Tally Sheet (see Appendix B) by transcribing all the candidate scores respectively.

The respective ballots and tally sheet for a candidate will be shown in a meeting with the respective Peer Committee Chair present. The tally sheet of all scores with no member's names shown will also be revealed. With a scored vote to not forward a candidate, or a split vote (3-2) the FR&P Chair will establish a specific date for a calibration meeting discussion with all FR&P committee members and the respective candidate's Peer Chair. The Peer Chair would attend this meeting to provide information to assist the Committee in clarifying any discrepancies possibly attributing to the situation. Following clarification the Peer Committee Chair will be excused from the rest of the meeting to permit the FR&P Committee to render in private its final decision. The content of the meeting will be kept confidential.

With the final decisions made to recommend or not recommend advancement for each candidate, the FR&P Committee will develop letters to the candidates informing them of their status with a brief explanation. No candidate is advised of the decision by the Committee until all applications have been reviewed and acted upon. All candidates for promotion are notified of the Committee's decision at the same time by letter. Appropriately referenced in the letter and/or attached to the letter will be the candidate's tally sheet of scores. Notification of the FR&P Committee's decision to recommend or not recommend candidates will be sent in writing with no details within a week to the Administrator Committee.

### **Workflow of the Review Process**

At the first meeting, all portfolios from candidates for promotion are distributed to the Faculty Rank Committee and the Chair assigns a case manager for each one.

The case manager is responsible for careful analysis of the portfolio with respect to the Criteria specified. The case manager prepares a cover sheet highlighting the candidate's qualifications and where the person fulfills the Criteria. This is an outline to help the committee put the candidate into focus. After Committee action on each candidate, the case manager will prepare a document that specifies reasons for the decision based on compliance with relevant criteria. The committee will review these and make any changes necessary. This summary will be retained by the Department of Human Resources.

At the second meeting, the case manager(s) for the first candidate(s) reviews the portfolio and the committee discusses compliance with criteria.

At the third meeting:

Old business: the candidate(s) reviewed at the previous meeting is voted upon using the FR&P ballot.

New business: the case manager(s) for the next candidate(s) presents the portfolio and the committee discusses compliance with criteria.

At the fourth meeting:

Old business: 1. the case manager(s) for the first candidate(s) presents a draft of the committee's assessment of compliance with each relevant criterion;  
2. the candidate(s) reviewed at the previous meeting is voted upon.

New business: the case manager(s) for the third candidate(s) presents the portfolio and the committee discusses compliance with relevant criteria.

While decisions are made on an on-going basis, the deliberations of the Faculty Rank Committee are confidential.

### **Annual Meeting and Amendments to the FR&P Procedures**

By mid-February the Faculty Rank Committee will solicit written suggestions for changes in the criteria and/or procedures from faculty and College administration. After consideration of the suggestions, the Committee will schedule a meeting of all faculty before April 15 to discuss the proposed changes which were sent two weeks prior to the meeting to all faculty. Amendments to the proposed criteria changes must be voted on by a majority of the faculty at the next Faculty Senate meeting. The criteria changes and any amendments passed at this meeting for incorporation will be distributed via email ballots within one week of the meeting. The voter will be responsible for filling out the email ballot, and sending it via email to the designated voting coordinator within one week. The results will be communicated to eligible voters within one week of the final ballot count.

Changes so endorsed will be forwarded to the President for approval and/or comment which shall be conveyed to the Committee within ten working days.

Changes in criteria and procedures will be forwarded by the President for approval by the College Administration and the Board of Trustees.

Changes should be completed and a revised copy of the criteria and procedures distributed by the President to each professional faculty member by June 1.

## **ADMINISTRATIVE RANK & PROMOTION COMMITTEE**

The Administrative Rank & Promotion (AR&P) committee represents the College's administrative interests and support of the faculty rank and promotion process. Its purpose is to review the findings and recommendations of the Faculty Rank & Promotion Committee and render its recommendations for faculty promotions to the President. This committee follows similar process steps, as outlined below, to those of the FR&P committee.

### **1.0 AR&P Committee Composition**

The AR&P committee is comprised of the Academic Deans and Vice President of Academic Affairs. Each committee member holds one vote for each faculty promotion candidate that is exercised during the ballot process.

### **2.0 Internal Functioning**

The committee will meet as frequently as necessary to accomplish its responsibility. The Vice President, as Committee Chair, will establish the meeting dates and times with input from the Deans. The committee will receive by Dec. 1 the recommendations from the FR&P Committee. The FR&P Committee, specifically the Case Managers, will conduct a meeting with the Administrative Rank & Promotion Committee to present a synopsis of the candidates' portfolios.

Similar to the FR&P committee the AR&P committee will review the candidates' registers and portfolios. The members will assess each candidate's level of accomplishment in meeting the established FR&P four categories of criteria and associated factors for promotion consideration. [The four categories of criteria and factors are detailed in Section Two: FR&P Criteria of the FR&P Plan.] This assessment process requires points be assigned or awarded for each category and, again, is the same process completed by the FR&P committee. After a thorough review of the candidates' documentation, assessment of the level of criteria accomplishment and review of the FR&P committee's recommendations each AR&P committee member will complete an FR&P Ballot for each candidate. (See Appendix B: FR&P Ballot in the FR&P plan.) These ballots are the same as used by the FR&P Committee. Similar to the FR&P committee the AR&P committee will complete their ballots in "blind" and seal them individually into envelopes.

The sealed envelopes will be given to the HR Director or designee to open and complete the Tally Sheet. This Tally Sheet is the same as used by the FR&P committee; however, it will not include the candidate's peer group score. The HR Director will present the completed Tally Sheet to the Vice President. The Vice President will call a meeting and provide the Tally Sheet to the Deans. As appropriate the committee may discuss the votes to calibrate their decision-making, make their final decisions and then render their recommendations of candidates for faculty promotions.

The Vice President will notify the President and HR in writing of the committee's recommendations. Also the Vice President will prepare and deliver letters to the candidates by Dec. 15 notifying them of Committee's recommendations. The letters will also remind the candidates of

their three options which are: to move forward; to withdraw without prejudice; or if the results are unfavorable, to request an appeal. The letter will require the candidate to provide their decisions to the Vice President by a specified date.

If a candidate elects to exercise an appeal, then the appeal process as described on page 18 will be implemented and followed to its conclusion.

The Vice President will notify both the President and HR Director of AR&P Committee's recommendations

**FACULTY RANK PROMOTION PROCESS: SUGGESTED TIMELINE**

<b>Date</b>	<b>Candidate</b>	<b>Peer Review Committee</b>	<b>Faculty Rank Committee</b>	<b>Other</b>
January (early)	Choose Peer Review Comm.			
Jan – March		Peer Review of Portfolio, classroom observation		
March (early)	Informational session for potential candidates	Deliberations		
April (early)		Initial Recommendation to candidates	Announce Committee for coming year	
April	Submit Application & to Peer Review forms to HR Director			
April-Aug	Assemble Portfolio	Review Final Portfolio		
Sept. 15	Submit Portfolios to HR		Organizational Meeting	
Sept 15- Nov 1			Deliberations	
Nov 1			Decisions to Candidates	
Dec 1			Decisions to Admin. Com.	Admin. Deliberations
Dec 15				Administrative Com. Decisions to Candidate
January (early)				Appeals Process (if needed)
Jan. 15				Administrative Com. Decisions to President
Jan – Feb			Review of Procedures	
Feb 1				President’s Decisions to Candidates
Feb 15				President’s recommendation to Board
March			Procedure changes to Faculty	Board Approves Promotion
April			Faculty vote on changes forward to President	President reviews changes forward to the Board
April (early)			Announce Committee for coming year	Promotions announced. Board reviews changes
May				Procedure Changes Approved by President, Board

***Section Four***  
**PLACEMENT OF FACULTY  
INTO RANK**

Since LSCC did not have a faculty rank system the FR&P Plan initially required that:

- a process be developed and implemented to initially place regular full-time Faculty hired before August 2005 into an appropriate rank
- a process be developed to establish the length of time each initially placed faculty member would wait before applying for promotion in relation to the set service years assigned to each rank
- a process be developed to place new faculty hires into rank
- a process be developed to enable a new hire with significant credentials and when eligible for promotion to advance more than one rank.

**Initial Placement Process (Model)**

The following formula is used to determine initial rank placement because it considered the faculty's current expectation about years of service here while not being expressly that. To use only years of service is a statement and action of entitlement.

The formula/calculation :

$(\text{Yrs Instructing} \times .25) + (\text{Yrs in Svc to College} \times 1.5) + \text{Degree Value: } (0,3,5,8)$   
(0=Bachelor, 3=MA, 5=MA+B, 8=PhD)

**Distribution of Current (2005-6) Faculty into Ranks per the formula:**

1. Instructors and Staff Librarians: 17 (recent/new hires)
2. Assistant Professors and Assistant Librarians: 17
3. Associate Professors and Associate Librarians: 13
4. Professors and Librarians: 10
5. Senior Professors and Senior Librarians: None

**For Specifics please see separate document on FR&P website: Placement of Full-Time Faculty (by Name).**

## First Promotion for Initially Placed Faculty

In addition to an assigned initial rank, each instructor will be given appropriate credit for years of service at that rank. That status will determine the minimum number of years before eligibility to the next rank.

Example 1: If a faculty member is initially placed at Assistant Professor/Librarian and has 9 years total teaching experience, then that individual would need to complete one more year and in the following year (11<sup>th</sup> year total) be up for FR&P Review for Associate Professor rank.

Example 2: If a faculty member is initially placed at Associate Professor/Librarian and has 13 years total teaching experience, then that individual would need to complete 4 more years of teaching and in the 5<sup>th</sup> additional year (18<sup>th</sup> year total) be up for FR&P Review for Professor rank.

Remember...

### Ranks' Service Years & Timetable for Promotion Eligibility

Rank	Years Required in Rank	Portfolio Reviewed by FR&P Committee in (cumulative)	Promoted to next Rank in ...
Instructor or Staff Librarian	3 minimum (grandfathered) 4 minimum (new hire*)	4 <sup>th</sup> year 5 <sup>th</sup> year	5 <sup>th</sup> year
Assistant: Professor or Librarian	7 years (grandfathered) 6 years (new hire*)	11 <sup>th</sup> year	12 <sup>th</sup> year
Associate: Professor or Librarian	7 years	18 <sup>th</sup> year	19 <sup>th</sup> year
Professor or Librarian	7 years	25 <sup>th</sup> year	26 <sup>th</sup> year
Senior: Professor or Librarian	N/A	N/A	N/A

\* Policy changed 8/31/05 requiring new hires to fulfill 4 years minimum before being reviewed and awarded continuing contract. See page 32 for employee specifics.

### Placing New Hires in Rank

After a new faculty member (as Instructor) has completed the four-year probationary period and has been awarded continuing contract, that person would be eligible to apply for promotion to a rank based on their total years of service (including years of teaching at other institutions as awarded by College policy). The highest rank an instructor would be able to apply to initially would be Associate Professor.

***Section Five***  
**FR&P Compensation Model**

The following information details how ranked faculty will be compensated. There are three components of the Compensation Model:

1. Salary Ranges for each Rank
2. Minimal Cost of Living Increase
3. Pay Increase amounts (by formula) for promotions to another rank.

**Key Strategic Intents of Compensation Model**

- The rank salary ranges are subject to change every two years pending the results of market salary studies.
- The annual wage increase or cost of living adjustment as noted in this model is based upon an absolute minimum funded model. More funding may be possible and such will be attempted each year. The wage increase or cost of living adjustment will be in alignment with what staff receives.
- Equity reviews and appropriate adjustments will occur each year as necessary. Such may occur for an individual at either her/his promotion time or at the general yearly compensation event.
- Obtaining a doctorate degree will not affect rank and promotion pay in this model, but will be considered in overall faculty compensation.

**2007-8 Faculty Rank Salary Ranges**

<b>Rank</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Instructor or Staff Librarian	\$34,000	\$42,500	\$51,000
Assistant: Professor or Librarian	\$36,000	\$45,000	\$54,000
Associate: Professor or Librarian	\$38,000	\$48,000	\$58,000
Professor or Librarian	\$40,000	\$53,500	\$67,000
Senior: Professor or Librarian	\$44,000	\$58,500	\$73,000

### Annual Minimal Cost of Living Increase

<b>Rank</b>	<b>2% of Midpoint (of Salary Range)</b>
Instructor or Staff Librarian	\$ 850
Assistant: Professor or Librarian	\$ 900
Associate: Professor or Librarian	\$ 960
Professor or Librarian	\$1,070
Senior: Professor or Librarian	\$1,170

### Salary Increases for Rank Promotions

A faculty member being promoted to another rank will either receive a 3% increase of the new rank's midpoint OR the base rate of that new rank – which ever is the greater. The 3% increases per midpoints would be:

<b>To Assistant: Professor or Librarian</b>	3% Midpt. \$1,350 increase
<b>To Associate: Professor or Librarian</b>	3% Midpt. \$1,440 increase
<b>To Professor or Librarian</b>	3% Midpt. \$1,605 increase
<b>To Senior: Professor or Librarian</b>	3% Midpt. \$1,755 increase

# Acknowledgements

The FR&P Plan was possible because of the strong commitment of all Faculty and Administration.

Specific acknowledgement for the countless hours of meetings, discussions, drafting and presenting, however, must go to the following committees and its dedicated members.

## **FR&P Steering Committee**

Dick Scott (Chair), Alissa Sustarsic, Bret Taylor, Cindy Griffin, Patricia Rausch, Dr. Glenn Ricci, Nora Rackley, Karen Levin, John Froman and Tim Kane

## **FR&P System & Processes**

Alissa Sustarsic (chair), Betsy Hoagg, Karen Levin, David Summer, Graham Bourne, Bill Campman, John Froman, and Dick Scott

## **FR&P Criteria & Faculty Placement**

Dr. Gary Sligh (chair), Melanie Wagner (co-chair), Patricia Rausch, Bret Taylor, Cindy Griffin, Nora Rackley, Dr. Ricci, Brandy Ziesemer, Beth McNulty and Tim Kane

## **First FR&P Committee (the Pioneers)**

Dr. Sligh, (Chair), Dr. Peter Arcaro, Leon Blue, Graham Bourne, Cindy Griffin, Beth McNulty

**Appendix A:**

**Request for Application Consideration Form  
And  
Peer Committee Form  
*(on next pages)***





**Faculty Rank & Promotion  
Peer Review Committees**

(Please Return to HR)

Candidate's Name \_\_\_\_\_

Peer Committee \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Which one of your four committee members will serve on the larger Rank and Promotion Committee when your portfolio is reviewed?

\_\_\_\_\_

Candidate's Signature \_\_\_\_\_

Date \_\_\_\_\_

## Appendix B:



*A Great Education Close to Home*

### FR&P COMMITTEE MEMBER BALLOT

Candidate Name: \_\_\_\_\_

<p><b>Teaching Excellence:</b> (60 pts. max.)</p> <p>(35 pts. max. from FR&amp;P Committee Member) (25 pts. max. from Peer Committee)</p>	<p>FR&amp;P Member Pts.: _____</p> <p>Peer Committee Pts.: _____</p> <p style="text-align: center;">Subtotal: _____</p>
<p><b>Community Service:</b> (20 pts. max.)</p>	
<p><b>Service to LSCC:</b> (20 Pts. max.)</p>	
<p><b>Professional Accomplishments:</b> (20 pts. max.)</p>	
<p><b>TOTAL</b></p>	

**For advancement at least 90 points total with at least 50 points coming from the category of “Teaching Excellence”.**

ADVANCEMENT:

YES \_\_\_\_\_

NO \_\_\_\_\_ (If you vote “No” please include your comments below).

Comments *(please print clearly)*:

Time: \_\_\_\_\_ Date: \_\_\_\_\_ FR&P Chair: \_\_\_\_\_

## Appendix B:



*A Great Education Close to Home*

### FR&P Committee Tally Sheet

Candidate Name: \_\_\_\_\_

FR&P Member	Teaching Excellence (60 pts total)		Community Service (20 pts total)	Service to LSCC (20 pts total)	Professional Accomplishment (20 pts total)	Total
	FR&P Member (35 pts. max.)	Peer Group ( 25 pts. max.)				
1						
2						
3						
4						
5						

Time: \_\_\_\_\_ Date: \_\_\_\_\_ FR&P Chair: \_\_\_\_\_

**Appendix C:**  
**FR&P Portfolio Register**  
**August 2005**  
**(Rev. 05/3/09)**

<b>Table of Contents</b>
--------------------------

<b>Introduction to the Promotional Process Page 1</b>	
<b>General Instructions for the Promotional Process</b>	<b>Page 2</b>
<b>The Annotated <i>Portfolio Register</i></b>	<b>Pages 3-7</b>
<b>The <i>Portfolio Register</i> Form</b>	<b>Pages 8-10</b>
<b><i>Portfolio Checklist</i></b>	<b>Page 11</b>

## **INTRODUCTION TO THE PROMOTIONAL PROCESS**

Faculty wishing to advance to the next rank must apply for promotion. Candidates submit a *Portfolio* which is reviewed by the Faculty Rank and Promotion Committee and the College administration.

The *Portfolio* provides an opportunity for candidates to demonstrate their readiness for promotion to the next rank. The *Portfolio Register* is the document which outlines the candidate's accomplishments and strengths, and is supported by attached documentation. Each candidate's *Register*, is placed on reserve at each campus library, and an electronic copy is placed on the college intranet at <http://admin-campusnet/faculty/promotion/Portfolios>. A formal set of guidelines, "Faculty Rank and Promotion Plan," is used by candidates and administrators for the promotional process.

The *Register* should be carefully written and complete since it not only reflects the candidate's justification for promotion but also provides a comprehensive record of the candidate's accomplishments since the last promotion, or initial appointment, in four key areas: Teaching Excellence, Community Service, Service to the College, and Accomplishments in Your Field.

The attached Instructions provide candidates with useful guidelines. They should be followed closely to assure that the promotional package is representative of accomplishments and is complete. To assist candidates in preparing these materials, members of the Committee offer a review session in late Spring. Prospective candidates are advised to attend. The review session provides the opportunity to ask questions and to gain advice that can strengthen the quality of the Portfolio.

The promotional cycle is determined by a calendar, which is created in conjunction with the College administration. August 1 is the deadline for submitting the Portfolio to the Human Resources Office at the Leesburg campus. The calendar is available on the college intranet at <http://admin-campusnet/> so candidates can note deadlines applicable to them.

Included in this packet are an annotated version of the Portfolio Register Form containing helpful examples, a copy of the Portfolio Register Form without annotations (also available on the intranet as a read only template at <http://admin-campusnet/>), and a "*Portfolio Checklist*" which provides candidates with a useful review before submitting the finished *Portfolio*.

## GENERAL INSTRUCTIONS FOR THE PROMOTIONAL PROCESS

1. Before beginning work on the *Portfolio Register*, carefully read the entire Instructions.
2. Review the following before preparing the *Portfolio*: The latest edition of the “Faculty Rank & Promotion Criteria”; your goals and objectives; and your supervisors’ evaluations. Evaluations and goals/objectives statements provide a good starting point for the *Portfolio* and are available from Human Resources. The “Criteria” gives a detailed overview of the process and procedures. The “Criteria” is available as a read only document on the intranet at <http://admin-campusnet/>.
3. Write the *Register* for the following audiences: peers; supervisors and administrators; and the College Board of Trustees.
4. Sell yourself and write in a positive tone.
5. Create a Portfolio which is both historical and current in nature, emphasizing activities and any accomplishments which took place during the time period for which you are being evaluated. Relate your talents and accomplishments to the Criteria of both your present rank and the rank you seek.
6. Do not include information which predates your most recent promotion by more than twelve months. Faculty applying for their first promotion, should not include information which predates their initial appointment by more than twelve months unless otherwise instructed.
7. Read the Annotated *Portfolio* form to gain a thorough understanding of the questions. Use the blank *Portfolio* Form to create your own Register. A machine readable version of the *Portfolio* form is also available for copying on the intranet at <http://admin-campusnet/>.
8. Adhere to the established format. Use Times New Roman 12 point through the document. Triple space between questions. Double space responses to questions.
9. Leave no section blank. If you have no information to offer for a particular question, write “None”. List current activities first.
10. Spell out acronyms, initialisms, and abbreviations. Avoid jargon. Define terms that lay people may not be familiar with.
11. List all attachments on a separate sheet and append attachments to the end of the Register. Supporting documentation may be in any format, including multimedia. Letters of support are appropriate. Attachments should be numbered and cross-referenced in the text and on the attachment.
12. Create seven sets of the *Portfolio Register* and two attachment sets. Put each in separate manila envelopes or other appropriate containers and send to: Human Resources, Lake-Sumter Community College, Leesburg Campus. Include an electronic copy on a 3 1/2 inch floppy disc, CDROM, or click drive of the Register in MSWord without attachments. Make an additional copy of the Register and attachments for your own records.
13. The Portfolio must be delivered to Human Resources by the close of business September 15. (Note: Documentation is accepted for the last four years in application for Assistant Professor, and the last seven years for Associate Professor, Professor, or Senior Professor. Teaching Excellence is the only required category and represents a possible 60 points of the 90 necessary for advancement. Each of the other categories represent a possible 20 points, and may be used in any combination to reach the total as long as at least 50 of the total points are from Teaching Excellence.)

## ANNOTATED *PORTFOLIO REGISTER*

[Note: Annotations appear in brackets. An unannotated version of the form follows.]

### CURRICULUM VITAE

Date: \_\_\_\_\_

Name: \_\_\_\_\_

\_\_\_\_\_  
(First)                      (Middle)                      (Last)

Beginning with your current position, list relevant experience in reverse chronological order. If a position is not full-time, or is a temporary position, so indicate (half-time, three-quarters time, temporary, etc.)

Name of Institution _____	<u>Position(s) &amp; Rank(s) Held:</u>	<u>Dates Each Position &amp; Rank Held (mo/yr):</u>
------------------------------	--	---

[Example:

Lake-Sumter Community College	Assoc. Prof., English Dept.	July 2003-present
-------------------------------	-----------------------------	-------------------

Lake-Sumter Community College	Asst. Prof., English Dept.	May 1996-June 2003
-------------------------------	----------------------------	--------------------

Mayfair Community College Enid, Oklahoma	Instructor, English Dept.	May 1994-May 1996
---	---------------------------	-------------------

Summarize other pertinent experience if it seems desirable:

Three semesters as Teaching Assistant, English Department, Purdue University, 1993-94.]

Indicate educational background by giving earned degrees:

Degree: \_\_\_\_\_ Field: \_\_\_\_\_ Institution: \_\_\_\_\_ Date: \_\_\_\_\_

Degree: \_\_\_\_\_ Field: \_\_\_\_\_ Institution: \_\_\_\_\_ Date: \_\_\_\_\_

Degree: \_\_\_\_\_ Field: \_\_\_\_\_ Institution: \_\_\_\_\_ Date: \_\_\_\_\_

## 1. TEACHING EXCELLENCE

### 1.1 Provide a statement of your teaching philosophy.

[This section should contain a summary of your teaching philosophy. It may be very personal or professionally detached.]

### 1.2 List the classes you have taught during the time period for which you are being considered, and the number of semesters for each. Include any information on special circumstances, such as Web enhanced, fully online, Special Topics, etc.

[Include all the classes you have taught. List any individual tutorials, indicate online classes, and highlight any which you initiated and taught for the first time.]

ENC 1101 - twelve sections over three semesters	2003 - 2005	
ENC 1102 - one section	Fall, 2005	
ENC 2300 - one section	Fall, 2005	[WebCT enhanced]
AMH 2010 - one section special topic: Native American Writers]	Spring, 2005	[Web enhanced,

### 1.3 Briefly describe (approximately 300 words) any special techniques or tools you have developed for use in the classroom, and their impact on teaching and learning.

[Include here course syllabi, PowerPoint presentations, student project outlines, service learning, field trips, or other devices beyond ordinary classroom lecture that has enhanced your teaching.]

### 1.4 Briefly describe (approximately 300 words) your particular areas of teaching competence or specialization.

[You might emphasize a facet of your teaching that reflects special training or background, such as computer skills, working with diverse populations, addressing multiple learning styles, etc.]

### 1.5 Briefly describe (approximately 300 words) what you regard as your major fields of interest within your discipline.

[Major fields of interest can be a particular aspect of your subject area, such as foreign relations with China, or major American women poets, which may not be the focus of your teaching load, but add dimension to your classes.]

### 1.6 List your peer-review committee, indicating the chairperson. Attach the committee's final report.

[You may also include individual Peer Teaching Evaluation Outlines as well as the final over-all report with your attachments.]

## 2. COMMUNITY SERVICE

2.1 List and briefly describe service to the community, particularly where such service involves your professional training or experience.

[Consulting or volunteer work, especially those that employ skills evident in the classroom or college, should be included here, e.g., member of local board of education, presentations to civic groups, etc.]

## 3. SERVICE TO THE COLLEGE

Generally, in this section list current activities first and give some description of the activities.

3.1 On what College committees have you served? (Give dates of service, and position held, e.g. Chairperson).

[Give a brief description (approximately 200 words) of the committee's work and your specific contributions including any leadership role(s) you played.]

3.2 List and describe other responsibilities/activities beyond regular assignments or service on College committees. (Give dates).

[Examples of such responsibilities might include: FACC, Faculty Senate, mentoring new faculty, ad hoc groups such as Diversity celebrations, career days on campus; preparation of special reports, research or documentation; development of training material.]

## 4. PROFESSIONAL ACCOMPLISHMENT IN YOUR FIELD

List the most recent activities first. Avoid initialisms, abbreviations, and acronyms. Include all scholarly and professional activities, not just those pertaining to your department or discipline.

4.1 List professional organization memberships, including offices held and/or committee service. (Give dates).

[You may include both active and inactive memberships. If a membership is in a division or section of a major association, so indicate. Include under this statement your special contributions and responsibilities.]

4.2 Indicate professional, regional and national organization meeting attendance. Include here any participation such as papers given, panel discussions, etc. (Give dates).

[List the name of the organization, participation dates, and your specific contribution to the program. Consider elaborating upon sessions attended, meeting topics, and how attendance relates to your teaching and professional development.]

4.3 List and describe any grants, fellowships, prizes or other honors received or won.

[Answers need not be limited to College-related activities. Give dates where applicable.]

4.4 List and describe any honorary societies to which you belong. Provide a complete listing including items that predate the evaluation period.

[Answers need not be limited to College-related activities. Give dates where applicable.]

4.5 List any academic courses (credit, non-credit or certification) taken beyond degrees listed under "Curriculum Vitae." Provide a complete listing including items that predate the evaluation period.

[Indicate the dates, title and description of the course and the name of the institution. If enrolled in an advanced degree program, identify and describe the program. Include the name of the institution and the dates and name of the program. If the course leads to certification, list the professional group granting it.]

4.6 Bibliography.

[Include here a bibliography of your published and unpublished work. The bibliography should cite works that predate the last promotion by no more than a year. If you are seeking your first promotion, the bibliography should cite works that predate the initial appointment by no more than one year. Publications done as part of your job assignment, such as class handouts, web pages, checklists etc., should not be included. These may be attached to the *Portfolio*, cross-referenced from "Teaching Excellence, 1.2." You may also attach copies of any published reviews of scholarly writings.

4.7 List and describe other professional or scholarly activities not covered in questions 4.1-6 above. (Give dates).

Inclusion of annual evaluations is optional. The Committee will not be prejudiced against candidates who choose not to include annual evaluations. You may also include student evaluations.

[Indicate here the attachment number(s) of any appended evaluations]

Provide a list of all attachments on a separate sheet.

[Attachments other than those required may be provided. Include any information that will help the Committee gain a better understanding of your professional record (e.g. your full Curriculum Vitae if it contains information beyond what has been provided in the *PortfolioRegister*). It is especially useful if attachments relate specifically to other information contained in the *Portfolio*. In those cases, references to pertinent attachments should be made in the body of the *Portfolio* when the information is provided ("Certificate of Completion, 4.5.")

Avoid including redundant materials. For example, a professional writing sample may be attached to help the Committee understand better the breadth and depth of a candidate's interests while the submission of a large number of articles on the same topic would do little to advance the promotional case.]

Sign and date the *Portfolio Register*.

To the best of my knowledge, I certify this information to be complete, correct and current.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Current Rank: \_\_\_\_\_

**PORTFOLIO REGISTER**

**CURRICULUM VITAE**

**Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

\_\_\_\_\_  
(First)                      (Middle)                      (Last)

**Beginning with your current position, list experience in reverse chronological order. If a position is not full-time, or is a temporary position, so indicate (half-time, three-quarters time, temporary, etc.)**

<b>Name of Institution</b>	<b>Position(s) &amp; Rank(s) Held:</b>	<b>Dates Each Position &amp; Rank Held (mo/yr):</b>
_____		

**Summarize other pertinent experience if it seems desirable:**

**Indicate educational background by giving earned degrees:**

**Degree:** \_\_\_\_\_ **Field:** \_\_\_\_\_ **Institution:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Degree:** \_\_\_\_\_ **Field:** \_\_\_\_\_ **Institution:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Degree:** \_\_\_\_\_ **Field:** \_\_\_\_\_ **Institution:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## **1. TEACHING EXCELLENCE**

**1.1 Provide a statement of your teaching philosophy.**

**1.2 List the classes you have taught during the time period for which you are being considered, and the number of semesters for each. Include any information on special circumstances, such as Web enhanced, fully online, Special Topics, etc.**

**1.3 Briefly describe (approximately 300 words) any special techniques or tools you use in the classroom, and their impact on teaching and learning.**

**1.4 Briefly describe (approximately 300 words) your particular areas of teaching competence or specialization.**

**1.5 Briefly describe (approximately 300 words) what you regard as your major fields of interest within your discipline.**

**1.6 List your peer-review committee, indicating the chairperson. Attach the committee's final report.**

## **2. COMMUNITY SERVICE**

**2.1 List and briefly describe evidence of service to the community, particularly where such service involves your professional training or experience.**

## **3. SERVICE TO THE COLLEGE**

**3.1 On what College committees have you served? (Give dates of service, and position held, e.g. Chairperson).**

**[Give a brief description (approximately 200 words) of the project or projects the committee has worked on and your specific contributions including any leadership role(s) you played.]**

**3.2 List and describe other responsibilities/activities beyond regular assignments or service on College committees. (Give dates).**

## **4. PROFESSIONAL ACCOMPLISHMENT IN YOUR FIELD**

**4.1 List professional organization memberships, including offices held and/or committee service. (Give dates).**

**4.2 Indicate professional, regional and national organization meeting attendance. Include here any participation such as papers given, panel discussions, etc. (Give dates).**

**4.3 List and describe any grants, fellowships, prizes or other honors received or won.**

**4.4 List and describe any honorary societies to which you belong. Provide a complete listing including items that predate the evaluation period.**

**4.5 List any academic courses (credit, non-credit, or certification) taken beyond degrees listed under "Curriculum Vitae." Provide a complete listing including items that predate the evaluation period.**

**4.6 Bibliography.**

**4.7 List and describe other professional or scholarly activities not covered in questions 4.1-6 above. (Give dates).**

**Inclusion of annual evaluations is optional. The Committee will not be prejudiced against candidates who choose not to include annual evaluations. You may also include student evaluations.**

**Provide a list of all attachments on a separate sheet.**

**Sign and date the *Portfolio Register*:**

**To the best of my knowledge, I certify this information to be complete, correct and current.**

**Signed:\_\_\_\_\_ Date:\_\_\_\_\_**

**Current Rank:\_\_\_\_\_**

## ***PORTFOLIO CHECKLIST***

Before submitting your *Portfolio*, please be sure you have done the following:

- Answered all questions in the *Register*.
- Provided a complete Vita of your academic experience.
- Referred attached documentation in each category of summary information with appropriate cross-reference numbers.
- Provided a list of all attachments on a separate page.
- Signed and dated the *Portfolio Register* in the appropriate location.
- Created seven sets of the *Portfolio Register* and two sets of the attachments. Put each in separate manila envelopes or other appropriate containers and send to: Human Resources, Lake-Sumter Community College, Leesburg Campus. Include an electronic copy on a 3 1/2 inch floppy disc, CDROM, or click drive of the Register in MSWord without attachments. Make an additional copy of the Register and attachments for your own records
- Placed *Portfolio* without attachments on the intranet as a read only document through the path <http://admin-campusnet/>.

*(Note: Documentation is accepted for the last four years in application for Assistant Professor, and the last seven years for Associate Professor, Professor, or Senior Professor. Teaching Excellence is the only required category and represents a possible 60 points of the 90 necessary for advancement. Each of the other categories represent a possible 20 points, and may be used in any combination to reach the total as long as at least 50 of the total points are from Teaching Excellence.)*