

## Reading the portfolio

- Recognize the potential for implicit bias
- Maintain independence

### Part I

- Check cover page for completeness and timeliness (signatures, etc.)
- Appointment letter & position description:
  - Note nature of appointment, e.g.
    - Extension Service
    - Research Appointment
    - Allocation of effort/time
  - Note special situations and their documentation, e.g.
    - Tenure credit
    - Split appointments
    - Extensions of probationary period
  - Note agreements and accommodations, e.g.
    - Lab space, start up package
    - ADA
  - Note expectations and requirements
    - Clarity of expectations?
- Dept. PTE guidelines:
  - Note standards & criteria for appropriate level
- Evidence provided by candidate (Part I):
  - Review evidence against written expectations, standards and criteria
  - Read generously yet critically
  - Be mindful of special situations
  - Note development and accomplishments (with page #s)
  - Jot down any questions that arise (with page #s)
  - Verify accomplishments in CV
- Compare candidate's documentation with annual reviews and third-year evaluation.<sup>1</sup>
  - Consistency of evaluations over time
  - Noted improvements and declines
  - Offered positive feedback and constructive criticism
  - Discussed progress towards P/T
  - Used clear and appropriate language
    - Language free of bias
- Concerns about annual evaluations may include
  - Overly positive or critical evaluations
  - Neutral evaluations listing activities and achievements
  - Evaluations based on a single event
  - Abrupt change in the nature of the evaluation

At this point ASK: Do annual and third-year evaluations support documentation provided by candidate?

At this point ASSESS: Based on documentation, does candidate meet written expectations and requirements?

## Part II

- Outside evaluators (when required)
  - Establish legitimacy of evaluators
  - Is language free of bias?
  - Evidence not based on single event
  - No recommendations or institutional comparisons
- Departmental and Chair/Head's PTE evaluations and recommendations
  - Culmination of five years of assessment and evaluation
  - Mindful of letter of appointment / position descriptions
  - Evidence based on written requirements and criteria
  - Compliance with guidelines, policy & procedures
  - Records PTE committee recusals, substitutions, vote
- College's and Dean's PTE evaluations and recommendations
  - Based on written requirements and criteria
  - Compliance with guidelines, policy and procedures
  - Review candidate's documentation
  - Review of departmental and outside evaluations
  - Records PTE committee recusals and vote
- Red flags may include:
  - A P/T recommendation apparently based on UNWRITTEN standards and criteria
  - A P/T recommendation that ignores or "revises" written requirements or criteria
  - Five years of positive evaluations and a negative P/T recommendation
  - Violations of policy and procedures

### Committees members:

- Set some ground rules for the work of the committee; use rubrics or checklists.
- Remind each other of the potential of implicit bias in portfolio material and discussions.
- Avoid pressure – take the time.
- Maintain independence.
- Ensure that policies and procedures, including all deadlines, are observed.
- If deadlines cannot be kept, request, in writing with copies to all parties involved, an extension from the next level of evaluation.
- Remember that the grant of a tenure-clock extension does NOT increase the expectations of performance (352).
- Discuss your assessments; return to the **evidence** when discussion goes off track.
- Discuss, verify, and, when appropriate, document irregularities and concerns that may affect the process. When appropriate, request clarification, preferably in writing.
- In case of split decisions, majority writes letter of evaluation and recommendation.
- Maintain confidentiality in the discussions and avoid email discussions about the candidate.
- Keep minimal minutes as per ND Open Records Law:  
<http://www.ag.state.nd.us/openrecords/orsummary.pdf>

For scheduling purposes and to verify eligibility of committee members, college committees may want to request names of applicants and of dept. PTE committee members by September 15.

NDSU Forward 2012

---

<sup>1</sup> Charlene Wolf-Hall and Wendy Reed "Developing a Culture of Evaluation and Support for Faculty Success," PowerPoint presentation, December 15, 2010, and Evaluating Checklist.