Appalachian began intensively reviewing faculty evaluation and development policies and structures approximately three years ago. A Faculty Development Task Force produced several reports, which collectively cover all aspects of faculty work. The University also formulated a comprehensive Strategic Plan that addresses these and other critical elements of faculty work. The Faculty Senate, in addition, suggested key changes to promotion and tenure policies, the most significant being the abolition of Departmental Personnel Committees (DPC, and see discussion below for definition) and the establishment of what is being called the “Craft Model,” in which all tenured faculty participate in the evaluation of colleagues for tenure and promotion, and all full professors participate in decisions for promotion to full professor. UNC Tomorrow has also been an important driver of campus reform.

We are organizing these propositions for reform into three channels. First, a committee chaired by the Vice Provost for Faculty Affairs is working on incorporating changes to Code 600 and revised post-tenure review policies into the Faculty Handbook. Second, a UNC Tomorrow Phase II committee, also chaired by the Vice Provost for Faculty Affairs, will be broadly revising the tenure and promotion policies (and related matters) to incorporate greater recognition of engagement (as called for in UNC Tomorrow) and to provide greater consistency, transparency, and equity in faculty evaluation. Third, an ad hoc group, including the Faculty Senate Chair and the Chair of the Council of Chairs, will be working with the Vice Provost for Faculty Affairs to draft comprehensive recommendations on faculty development, which will incorporate literally dozens of suggestions made over the past few years by faculty task forces, committees, and the Faculty Senate.

All this activity will result in reports to the Provost and Executive Vice Chancellor. He will review and revise the reports, then issue them to the Faculty Senate and the campus more generally as his response to reform proposals. The university will then proceed to consider implementation of the elements of the report.

Shared governance at Appalachian works generally in the following way. Proposals for changes can come from a variety of sources, including the Chancellor, the Provost, the Dean’s Council, the Council of Chairs, the Staff Council, and the Faculty Senate. Matters of any importance are routinely reviewed by most or all of these groups before they are acted upon by the Provost (and by the Chancellor and Board of Trustees, if necessary).

In the case of the review of the faculty promotion, tenure, and reward system under discussion here, there will need to be large-scale changes in the Faculty Handbook, including a change to the Faculty Constitution, to codify reforms. The Faculty Senate will review and act upon the recommendations in the Provost’s report. The Senate may add, delete, or modify sections in the course of its review. The adoption of the “Craft Model” specifically will require a
vote of the entire faculty and a two-thirds majority of those voting to be incorporated into the Faculty Handbook.

Once the Senate has acted, the Council of Chairs and the Dean’s Council will review the results of the Senate’s work, and they may recommend alterations. The Provost ultimately will support or disapprove of the proposed Faculty Handbook and policy changes, and he will recommend that approved portions be presented by the Chancellor to the Board of Trustees. Changes to the Faculty Handbook only become operative upon approval by the Board of Trustees.

Appalachian’s process maximizes faculty and stakeholder input, and such consultation takes time. It will require many months of work yet to bring several years of discussion to a successful conclusion. The following timeline must therefore be regarded as tentative.

**Proposed Timeline for Implementation of Promotion, Tenure, and Reward Reforms**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>Fall 2006</td>
<td>Work of Faculty Development Task Force begins</td>
</tr>
<tr>
<td>Spring 2008</td>
<td>Faculty Senate passes major proposed revisions, including adoption of “Craft Model” and abolition of Department Personnel Committees</td>
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<tr>
<td>Fall 2008</td>
<td>Appointment of Vice Provost for Faculty Affairs, a new position</td>
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<tr>
<td></td>
<td>Final meeting of Faculty Development Task Force, reports are complete</td>
</tr>
<tr>
<td></td>
<td>UNC Tomorrow Phase II Committee on Engagement and Promotion and Tenure formed</td>
</tr>
<tr>
<td></td>
<td>Code 600 and Post-Tenure Review Committee formed</td>
</tr>
<tr>
<td></td>
<td>Ad hoc working group to draft a comprehensive Provost response to a broad range of reform proposals begins its work</td>
</tr>
<tr>
<td>Spring 2009</td>
<td>Work of various committees is completed and recommendations are put various campus stakeholders for review</td>
</tr>
<tr>
<td></td>
<td>Full faculty vote on constitutional change to establish the “Craft Model”</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>Reforms of faculty promotion, tenure and reward policies and other faculty development measures move through approval and implementation processes</td>
</tr>
</tbody>
</table>
Summary Description of Current Policies and Challenges

Appalachian State University currently has general standards for promotion and tenure in its Faculty Handbook (FH), which provides definitions of required performance in the traditional areas of instruction, research, and service for assistant, associate, and full professors. The FH can be found online at http://facultyhandbook.appstate.edu/index.php?module=documents&JAS_DocumentManager_op=viewDocument&JAS_Document_id=1. The Handbook sections most relevant on promotion and tenure are FH 3.4.2.5-7 and FH 3.6.2.

In addition, departments, colleges, and the Hayes School of Music have developed unit criteria and standards for tenure, promotion, and rewards. Decision-making on promotion, tenure, and rewards is highly decentralized. Appalachian has no college- or university-level review committees for promotion and tenure.

Personnel decisions in departments are largely governed by Department Personnel Committees (DPC), which consist of elected tenured and untenured faculty in a prescribed 3:1 ratio. The composition and processes of DPCs are defined in FH 4.1. Department chairs, with some oversight by the deans, determine faculty salary increases and most other rewards, and chairs provide an independent recommendation (in addition to the DPC’s) on hiring, promotion and tenure. Annual reviews of faculty by the chair and post-tenure reviews of tenured faculty on a five-year cycle are required by and defined in FH 4.3.

Some of the key provisions of these faculty employment policies date to the 1970s. Over the last three years or so, Appalachian has been engaged in a systematic review of our promotion and tenure procedures and our faculty evaluation and development practices, and this review process is about to produce large-scale revisions to existing procedures and practices.

Our key goals are to establish transparency, equity, and consistency in our faculty evaluation and development policies across the university. While honoring and supporting the primary role of faculty in setting standards and making evaluations of colleagues at the department level, we will revise our policies and procedures to reflect the best practices found commonly at our peer and aspirational peer institutions. We are also expanding support for the achievement of tenure and promotion standards by expanding research support, emphasizing mentoring, sharpening faculty instructional development programs through the Hubbard Center, and other important initiatives.

Responses to UNC Tomorrow Suggested Strategies

- **Strategy**: Encourage faculty to address important societal issues, and reward them for doing that work well.
  
  **Response**: Appalachian has formed a committee to revise promotion and tenure guidelines to recognize engagement as a critical component of faculty work.
Strategy: Create incentives for faculty to engage in applied research, scholarship, and public service.
Response: In addition to providing incentives in promotion and tenure, we are providing grants for outreach work, establishing centers (such as for the Energy, Environment, and Economy), and mentoring chairs on the value of public engagement so that they can better reward faculty for these efforts.

Strategy: Continue to support and reward basic research, theoretical scholarship, and creative activities.
Response: Revisions to promotion and tenure guidelines will also include refined definitions of the role of research/creative activity in promotion and tenure. Our strategic plan aims at combining the best elements of undergraduate education with a stronger emphasis on research/creative work. We have substantially expanded our infrastructure for sponsored programs, and we hope to continue to increase our external funding. We are also examining and restructuring faculty development efforts on campus to promote greater productivity in research/creative work by disseminating information, improving mentoring, and creatively locating funding to provide reassigned research time and professional travel opportunities for faculty. We are also in the process of creating a one-stop faculty web portal that will publicize grant opportunities and awards.

Strategy: Make appropriate University faculty more accessible to small business owners, nonprofit organizations, K-12 schools, and community.
Response: We have two major, interrelated Web initiatives. First, we are updating and consolidating a faculty expertise database that will make it far easier for external constituencies to contact appropriate faculty and programs. Second, we have developed a community web portal, which will be Appalachian’s “front porch” for external constituencies and will be accessible through a prominent button on the Appalachian home page. The aim of the portal is to organize information on all of our outreach activities conveniently here, including linkage to the aforementioned faculty expertise database.

Strategy: Continue to support the use of the tenure process as a way to validate that faculty candidates are highly qualified experts in their fields.
Response: We are undertaking a comprehensive review of tenure and promotion standards and procedures. Among the steps taken to insure quality will be creation of college-level review committees, specifying of a standard dossier for tenure and promotion cases, and the establishment of a system that will involve all tenured faculty in tenure decisions, and all full professors in decisions for promotion to full professor.
Rewards and Incentives That Support Faculty Work in Developing Online and Distance Education Programs

Appalachian continues to expand its online and distance education opportunities. In Fall 2008 we revamped our Supplementary Pay Policy to create greater incentives for faculty. Faculty receive a one-time stipend of 10 percent of their 9-month salary for development of a new distance education course. They further receive an additional stipend for each subsequent time that they teach the course. Finally, we allocate faculty positions to departments for selected online program development, which helps alleviate workload issues that otherwise might arise with in departments. The Vice Provost for Resource Management oversees online and distance education initiatives.

We also recently have reorganized Learning Technology Services, the support group that works with faculty to develop online materials, to report to the Vice Provost for Faculty Affairs. This will allow two Vice Provosts to cooperate and promote faculty development and expansion in this area.

Affirm the Value of and Reward Quality Teaching, and Student Advising and Mentoring by Faculty

Appalachian does much to recognize great teaching. We have numerous on-campus awards and annual winners from the Board of Governors’ awards. We are at work to enhance our means of evaluating teaching to ensure that we are able to provide the best formative and summative evaluation to our faculty. We plan to enhance the Hubbard Center for Teaching and Learning and to focus its activities more closely on the Scholarship of Teaching and Learning (SoTL); we intend to make Appalachian a leader not only in classroom practice but in national discussions of college pedagogy.

As we review our promotion, tenure, and evaluation criteria and procedures (as mentioned in other parts of this document), we will continue to highlight teaching as our core activity and seek better ways to reward faculty for outstanding performance.

By far the most ambitious undergraduate initiative underway is a complete overhaul of our General Education curriculum. Faculty, staff, students, and administrators have worked over the last five years to conceptualize and develop a General Education program focused on student outcomes and on integration between fields of knowledge and sets of skills. We will launch progressive implantation of the new General Education curriculum in Fall 2009.

Among its elements are a broad array of innovative courses grouped into themes and perspectives. The courses are deliberately interdisciplinary and focus on critical thinking, quantitative literacy, writing, and many other core competencies that UNC Tomorrow calls “soft skills.” Our First Year Seminars will launch students down the right path and hone their critical abilities, and our Writing Across the Curriculum (WAC) program will maintain momentum. A
major feature of all of these initiatives is continuous assessment and improvement through, for example, electronic student portfolios of writing that will track development across their career.

The Hubbard Center continues its longstanding and successful faculty mentoring program, and, as mentioned above, we intend to expand this area of faculty development through the implementation of Faculty Learning Communities, which have been shown to provide significant peer mentoring to faculty.

Finally, the university is taking several steps to improve its student support and advising. The most notable is the hiring of new Executive Director of Advising and Orientation, who will be reviewing all aspects of our operations.