

# Professional Information File (PIF) ORGANIZER

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This binder is intended to help **new faculty** organize the flow of paper while developing the first PIF portfolio during your second year review cycle. This is NOT intended to be used as your actual PIF template; in fact some Colleges provide new faculty with a PIF template binder.

One of the most common pieces of advice you will receive is to start “stashing” paper and emails documenting anything you’ve done at CSUN and to organize it by your teaching, research, and service. **This is meant to be a guide in helping you start organizing your documents.**

Additional resources here can help you at different steps in the process. If you try to read everything right now, you might feel overwhelmed. Use the materials as they are needed. However, the timeline does address steps you should consider accomplishing **before the Fall semester.**

Happy PIFing!

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## **Table of Contents**

1. FAQs about PIFs & PAFs
2. Timeline for Submitting Your First PIF
3. People & Places that Give PIF Advice
4. PIF Advice from Second Year Faculty
5. Sample Blank Letter of Recommendation
6. Teaching Effectiveness: What materials should I include & how will I be evaluated?
7. Contributions to the Field of Study: What materials should I include & how will I be evaluated?
8. Contributions to the University & Community: What materials should I include & how will I be evaluated?



## **Professional Information Files (PIFs) FAQs**

Copied directly from the Personnel Planning and Review Committee's Resources  
*Revised Fall 2015*

[http://www.csun.edu/sites/default/files/PIFFAQs\\_REVISED\\_Fall2015.pdf](http://www.csun.edu/sites/default/files/PIFFAQs_REVISED_Fall2015.pdf)

There is much lore surrounding the requirements for the structure and content of the Professional Information Files—the PIFs. In order to help RTP candidates create the most effective documents, and to help reviewing agencies who may advise them, we have gathered a number of questions about PIFs, and have tried to provide clear and constructive answers, as best we know them, to these questions.

### **Question #1 "What's RTP? And what's a PIF and what's a PAF?"**

Acronyms, for better or worse, abound in most institutions, and CSUN has its fair share. Three acronyms frequently are used in the personnel process and it's essential to define them at the outset. RTP refers to "retention, tenure and promotion" and often is used as a short-hand notation for the personnel process.

The other two acronyms (PIF and PAF) refer to personnel files. Section 606 of the CSUN Administrative Manual (aka the "Blue Book") authorizes two personnel files. While the focus of this document is the PIF, it's helpful to distinguish the PIF from the PAF. The Professional Information File (PIF) is a file produced and maintained by the faculty member that contains information used in the RTP evaluation process (see Section 606.1.1). The Personnel Action File (PAF) is the official personnel file that is the property of the University (and kept in the office of the College Dean) that contains specific materials relevant to personnel actions (see Section 606.1.2), and is used in the process of evaluation of faculty (including RTP).

### **Question #2 "Why do we create these files?"**

The PIF serves as a portfolio documenting an RTP candidate's professional activities as necessary for retention, tenure, and promotion at CSUN. Per Section 606.1.1.a. of the Administrative Manual, all tenure track faculty who are being considered for retention, tenure, promotion (or some combination of these) "have the responsibility of establishing and maintaining a record of professional information to be submitted by the faculty member at the appropriate time for use in evaluation for retention, tenure, promotion, and service salary increase." (see Section 606.1.1.a.)

### **Question #3 "What goes into a PIF?"**

The Administrative Manual specifies that the PIF shall contain a current resume and such forms as the University may, from time to time, prescribe. The file shall also contain data on: 1) Professional preparation; 2) Teaching effectiveness; 3) Contributions to the field of study; 4) Contributions to the University and Community. The faculty member may include, additionally, any other pertinent support material." (see Section 606.1.1.a. (2)). The PIF shall also include an index of the PIF contents. Both the current resume and the index should include the date they were prepared.

### **Question #4 "What is 'pertinent support material'?"**

It is material relevant to the current review. Candidates should date all materials so that evaluators can place each piece along a timeline for the review. Most importantly, candidates should consult

with their Department Chairs and with the Chairs of their Departmental Personnel Committees for guidance on how to best to meet the requirements of potentially more specific Department RTP criteria.

HINTS: Support material is likely to include copies of written submissions of abstracts and manuscript-like items. The order of presentation of any copies (in a section or in an appendix) should be aligned with the CV and of course with the Index. The order of items should present the most recent first, moving from there to the less recent work. If any of these writings are multi-authored, it's very helpful to describe the convention for ordering the authors (alphabetically, or with reference to the nature and substance of authors' contributions to the piece or the work that engendered it, for example).

**Question #5 "Do I have to put everything in my PIF?" - No. "What can I leave out?"**

a. Teaching evaluations: Summaries of student evaluations of teaching effectiveness as well as peer class visit reports are required to be in the PAF (the Personnel Action File) for at least five years. Since these evaluations are part of the PAF (the Personnel Action File) they do not need to be included in the PIF. The PAF is kept in the College Dean's office, and is available for candidates to review at any time. Candidates should review their PAF periodically to assure that all materials specified are in place (see Section 606.1.2, "Personnel Action File").

Note that qualitative components of the student evaluations of teaching effectiveness (aka free-form student comments) are required to be in the PAF (Personnel Action File) along with the quantitative results.

Student and peer teaching evaluations from other campuses are not generally included in PIFs.

b. Evidence of accomplishments prior to a candidate's CSUN appointment: Beyond evidence of Professional Preparation and complete CVs, which reflect full records of candidate's activities and achievements, candidates should normally omit supporting material for activities and achievements prior to their CSUN appointments, as these are likely to have contributed to the candidates' being hired, rather than to their developing CSUN records of accomplishments.

c. Supporting material that was used in securing a previous promotion to current rank should be omitted.

d. While probationary second-year faculty may include supporting material related to scholarly activities prior to the tenure-track appointment at CSUN to establish patterns of scholarly activity for themselves, third-through-sixth year candidates should generally not include such materials. If candidates are concerned about inclusion issues, they should consult their Department Chairs, Department Personnel Committee members, and Deans.

HINTS: Bulky items, such as journals or books should be placed in an appendix. Avoid the use of plastic sleeves. Photocopies of letters or other original documents unsheathed are preferable to sheathed originals. No multi-page documents should be placed into a plastic sleeve; reviewers will be loath to extract it for examination. Candidates should not include previous versions for authored books (do not include all four editions of a book preceding the 5 edition that has been published at the time of PIF construction and submission). Similarly, candidates should include the published copy of an article or a chapter without the many drafts preceding it.

## **Question #6 "How do I document service to the University and Community?"**

Listings of committee membership and of other related activities will be part of candidates' CVs. Supporting materials in the PIF related to this area of candidates' careers should include only the highlights. It is not advisable for candidates to place minutes of all meetings attended, or to include memoranda with calls to meeting, for example. A report, or a piece of work done on behalf of a committee or for a community project, for example, would all constitute "highlights." Also to be included in this category would be a description of candidates' responsibilities and activities for each relevant service experience that appears in the CV.

## **Question #7 "Is there a general rule about what goes into the PIF?"**

There are a few. Sensitivity and awareness of one's audience are important. Also important is the understanding that committees are reading multiple PIFs in a relatively brief time. Clarity, organization, and simplicity are crucial. Overall, candidates should make certain that their PIFs are very navigable.

Candidates should consult with their Department Chairs and Department Personnel Committee Chairs if they are concerned about the question of inclusion, or any questions in the process.

Note: Do not include any personal identifying information about colleagues or students such as grades or student I.D. numbers.

## **Question #8 "Are there some ways to organize and clarify information in the PIF?"**

Here are some suggestions:

### **a. An introductory letter**

One organizational strategy is to compose an introductory letter, of no more than two pages. This should introduce the PIF and highlight the most significant accomplishments since the candidate's appointment or last review, depending on which is most recent and relevant.

### **b. Interpretative notes**

If there are materials whose inclusion or significance would be most clear only to someone from the candidate's own discipline, the candidate should make certain that someone outside of the field will also be able to appreciate the significance. A note about the readership of a journal or the location of a conference in a field (a national, regional, or small but competitive meeting, for example) will help explain the role of supporting material.

### **c. Documents in another language**

If a candidate has worked with or in another language, abstracts, précis, and relevant translations of the work, where necessary, are very helpful to reviewers, few of whom will speak all of the languages candidates are likely to work with or in.

### **d. Order**

The order of sections and arrangements of supporting materials should adhere to Department or College preferences, and should be clearly indicated.

## **Questions #9: “Do I need to include extra copies of any of the documents in my PIF?”**

Candidates might include extra copies of their Vita, so that reviewers may check them independently when the PIF itself is being read. These can be available in the Dean’s office with PIFs and PAFs.

There is much lore surrounding the requirements for the structure and content of the Professional Information Files—the PIFs. In order to help RTP candidates create the most effective documents, and to help reviewing agencies who may advise them, we have gathered a number of questions about PIFs, and have tried to provide clear and constructive answers, as best we know them, to these questions.

### **PERSONNEL ACTION FILE (PAF) FAQ**

Derived from the Personnel Planning and Review Committee Website

#### **What is the PAF?**

The Personnel Action File (PAF) is the official personnel file maintained by the University that is reviewed for the purposes of retention, tenure, and promotion (RTP) decisions. For additional information see Section 606.1.2 of the *Administrative Manual*.

#### **Am I expected to create or update my PAF?**

No, in fact you should not add or remove documents without the formal process required by your department and college. Your PAF was created by your College when you were hired by CSUN. Ultimately it is the duty of your College, Department, and other various offices to include required documents as they become relevant. However, since all reviewers will use materials in your PAF to make evaluations about you, you should periodically look at your PAF to make sure nothing is missing (e.g., student evaluations; peer evaluations).

#### **Where is my PAF?**

It is kept in the Office of the College Dean, except during periods when it is under review by the Provost, and may be reviewed by the faculty member and those authorized to review the file for personnel actions.

#### **What documents *will be* in all PAFs?**

1. Copy of appointment letter
2. Table of contents or index of the faculty member’s Professional Information File (PIF) for each year the faculty member is evaluated for RTP
3. Copies of recommendations from Department-level reviewers (Department Chair and Department Personnel Committee) on retention, tenure, or promotion
4. Copies of recommendations from College-level reviewers (College Personnel Committee and Dean) on retention, tenure, or promotion
5. Copies of notice letters from the Provost (as the President’s designee) on personnel actions
6. Written reports of peer class visits
7. Results of student evaluations of teaching effectiveness (summary of quantitative scores and student comments)
8. Dated copy of the faculty member’s current resume as of the most recent year in which the PIF is submitted

#### **What other documents *might be* in PAFs?**

1. MOUs regarding evaluation process or matters to be evaluated
2. Copies of correspondence concerning reappointment as a lecturer

3. Copies of leave requests
4. Sabbatical and difference-in-pay leave reports
5. Other communications deemed relevant to the criteria for RTP review or the personnel process
6. Written responses or rebuttals submitted by the faculty member in response to evaluations/recommendations by reviewing agencies placed in the PAF
7. Written responses submitted by the faculty member with regard to other materials placed in the PAF
8. Location of other records kept on campus regarding the faculty member, to which that faculty member has access
9. Copies of documents related to an appeal of a personnel recommendation
10. If there is a conflict between recommendations at the department level (negative) and the college level (positive), copies of the written reasons for the conflicting/unreconciled recommendations
11. Copy of the President's decision in disciplinary cases
12. Copies of written reprimands

**This information was derived from this website spring 2014: <http://www.csun.edu/~pprcomm/>**

## **Timeline for Submitting Your First PIF** In Your Second Year

The timeline below provides a rough estimate of how to navigate the tasks and due dates when submitting your first PIF as a second year probationary faculty member. Those who started with service credit should consult their departments for guidance regarding the different calendar they will follow.

Official dates are posted on the CSUN calendar <http://www.csun.edu/facultyaffairs/calendar/index.html> Do NOT depend on the below timeline for exact dates, as this is intended to be a simple guide. Consult with your department and official calendars for the firm due dates. The CSUN Administrative Manual (also known as Section 600) provides detailed instructions regarding each of these steps <http://www.csun.edu/facultyaffairs/policies/manuals/section600.pdf>

### **During your First Year**

- Carefully **read** 2 documents: (1) Your Department's Personnel Policies & Procedures document at <http://www.csun.edu/facultyaffairs/calendar/index.html> or for departments that don't have a current/approved department policies & procedures and must revert to Section 600 for RTP (2) the CSUN Administrative Manual (Section 600) see link above.
- BOTH your Department Chair AND Department Personnel Committee (or designees) should conduct a **peer class observation**. ASK: *Who is the elected Department Personnel Committee Chair? Here is a list of the dates/times/courses/room locations that I am interested in being observed this Spring semester by both the Chair and Personnel Committee; what should I do next? Can I have a blank copy of the classroom observation evaluation form that will be used to evaluate my teaching effectiveness?*
- **Student evaluations** should be conducted in at least two classes during the Fall semester and two classes in the Spring semester, for faculty who teach.

### **Summertime between Year 1 & Year 2**

- Take time to enjoy that you finished your first year- celebrate and take a break!
- Start working on your PIF (re-read your colleagues' advice above about starting early); talk with your Chair; seek appropriate mentoring.

### **Roughly in September**

- Early in September (or much earlier is even better), **meet with your Department Chair** to discuss a draft of your PIF materials. ASK: *Here are the PIF materials I am planning to include and how I plan to organize everything; can you provide feedback/guidance? When will my PIF be due?*
- BOTH your Department Chair AND Department Personnel Committee (or designees) must conduct a **classroom observation** this Fall semester before you submit your PIF. Keep in mind the reviewer must give you at least 5 days warning before doing the classroom observation. ASK: *Who is the elected Department Personnel Committee Chair? Here is a list of the dates/times/courses/room locations that I am interested in being observed in September by both the Chair and Personnel Committee; what should I do next? Can I have a blank copy of the classroom observation evaluation form that will be used to evaluate my teaching effectiveness?*
- Did you **receive a copy** of these classroom observation evaluations? If not ASK your Chair before your materials move to the College level: *I have not received a copy of my classroom observation conducted by XX; what should I do?*
- In some cases you may be asked to **sign** your peer observation report. You do have the right to provide a rebuttal to be placed in your PAF within 10 calendar days of receiving the report.
- **Go look at all materials in your PAF** (located in the Dean's office) to ensure all the correct items are in this file (before it moves forward to the next level). Sample materials include: student evaluations (do not include in your PIF), peer classroom observations (do not include in your PIF), resumes (when hired and for each year of review), offer letter, PIF Index, etc. You



do NOT put documents in your PAF without the formal process; work with your Dean's Office or Department.

### **Roughly in October**

- Early in October, **your PIF will be due** to your Chair and Department Personnel Committee (some departments may have a due date in September however). You will also meet with your Department Personnel Committee about your PIF. ASK: *Who should I give my PIF to? When will I meet with the Department Personnel Committee? What should I expect during this meeting? Will I have a chance to revise my PIF after this meeting before it goes to the College?*
- Late October you will **receive recommendation letters** from your Department Chair and Department Personnel Committee. Once you receive this letter (be sure to check your mailbox every day during this window of time), you have 10 calendar days before this recommendation automatically moves to the next level. During the 10-day period, **you may request a meeting** with the reviewing body and/or **submit a response** of rebuttal.

### **Roughly in November**

- Early in November the Dean and College Personnel Committee receives your materials (i.e., PIF/PAF, department-level recommendation letters) for evaluation. **Check with your specific College**; you may or may not be required to meet with the College Personnel Committee.
- Late in November, you will **receive a recommendation letter** from your Dean and College Personnel Committee. Once you receive this letter, again you have 10 calendar days before this recommendation automatically moves to the next level. Check your mailbox every day during this window of time. During the 10-day period, **you may request a meeting** with the reviewing body and/or **submit a response** of rebuttal.

### **Roughly in December**

- Early in December, your Dean will forward to the Provost and Vice President for Academic Affairs all your materials (i.e., all recommendation letters, PIF/PAF). You don't have to do anything at this point.

### **Roughly in January/February**

- The Provost and Vice President for Academic Affairs will notify you with the results of this review process (e.g., retention, tenure, etc.). The Provost does not review your materials every review cycle.

## PEOPLE & PLACES THAT GIVE PIF ADVICE

CSUN is highly invested in your success during the retention, tenure, and promotion process so you may encounter “advice” and suggestions from various people and offices. Here is an outline of those formally responsible or who have historically offered advice and/or workshops for faculty.

- 1) **Department Chairs** may set up a meeting with you PRIOR to you creating your PIF to give their advice. If they don't initiate a meeting, you should.
- 2) **Department Personnel Committee** Chairs MAY or may not contact you to give mentoring or advice before submitting your PIF. But, you should initiate a meeting with them; their job is to help you too.
- 3) Your **College** (Dean and/or Personnel Committee Chair) may or may not hold a workshop either exclusively for new faculty OR for all untenured faculty.
- 4) The **Office of Faculty Affairs** may offer campus-wide workshops for all faculty but recently have started offering PIF workshops just for the newly hired faculty at New Faculty Orientation Part 2 at the Faculty Retreat.
- 5) The **President & Provost** may offer campus-wide sessions to allow faculty to ask questions about the RTP process. This is typically more of a Q&A forum and less about the specific mechanics about the process.
- 6) Our **California Faculty Association Union** may offer workshops (e.g., *Spiff your PIF*) throughout the year for all faculty.

\*Keep in mind there is a “road show” led by the Provost and Faculty Affairs for members of the PERSONNEL Committee; these are not necessarily intended for faculty candidates going up for retention, tenure, or promotion. You can attend these workshops, but the focus is to help the evaluators.

### A word on conflicting advice!

Above describes multiple offices and roles formally responsible for aiding new faculty in the process of constructing their first PIF; peer advice is less formal obviously. As you can imagine, you may encounter slight variations on certain kinds of advice. To some degree this reflects the campus-wide value to have autonomous departments and colleges; PIFs are not exactly the same just as departments and colleges vary.

So, while this can easily be distressing, keep this in mind- **typically the type of conflicting advice is on more minor issues such as stylistic or preference issues** (e.g., formatting something bold or italics; bullets points vs. narratives; whether or not to include a piece of evidence or not). Occasionally, there is conflicting advice around issues that are more gray in evaluation (e.g., if a publication was accepted prior to starting your CSUN position can it count towards a publication or not) and Faculty Affairs is really needed to assist.

In the PIF FAQ section, it is repeatedly mentioned that you may receive conflicting suggestions; they recommend that you consult your department chair, department personnel chair, and/or college personnel chair to help you decide what is appropriate. If you find yourself starting to panic or becoming frustrated over conflicting advice between your department and college entities: STOP, DROP, & ROLL. STOP figuring out who to ask next that can settle the debate. DROP Faculty Affairs an email and ask directly. And together you will ROLL out what the answer should be for you, given your unique department & college.

**Faculty peers** (newly hired, recently hired, untenured, tenured, or senior faculty) are another potential source of advice giving. Many new faculty appreciate hearing the advice of newer faculty who recently navigated the retention process. Let's see what last year's new faculty cohort had to say...

## PIF ADVICE FROM SECOND YEAR FACULTY

*"It is hard to sum up PIF advice in one line, but I would say...happy is the one who starts early!"*

*~Anonymous 1<sup>st</sup> Year CSUN Faculty Member*

The new faculty cohort from 2012-2013 who recently completed their first PIF review cycle were asked for their best piece of advice regarding this process; these are their words of wisdom for you!

### How would you briefly describe your experience putting your first PIF together?

- Rewarding to put together my efforts and accomplishments since coming to CSUN
- Good and smooth
- Not a big deal
- Not too bad!
- A learning experience, reflective
- Time-consuming, but I learned a lot about myself, and it was good to see how much I've done in one year's time.
- Not overwhelming since I had everything organized
- Easier than expected
- Somewhat time consuming, but not overly burdensome
- It was simultaneously exhilarating and hair raising...UGH!
- Overwhelming, another project to be done, another responsibility. However it is doable.
- Tedious
- Takes more time than you think it will for little details
- It felt easy at first, but stressful when I had to add an addendum
- A Nightmare



### Roughly estimate how long it took to compile & create your first PIF

- Less than or roughly a full **day** (4 responses)
- Less than or roughly 2 **days** (3 responses)
- About 3 to 4 **days** (3 responses)
- About 1 to 2 **weeks** (3 responses)
- About 1 **month** (3 responses)
- I spread it over a **month**, spending a few hours each week. Just before it was due I put in a bulk of time (5 hours) to make sure it was correct.
- Which version...LOL



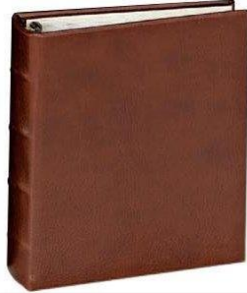
### Who did you most frequently consult with during this process?

- Department Personnel Committee (4 responses)
- Department Chair (5 responses)
- Colleagues (8 responses); who had recently completed the process; one year ahead of me; also doing their 1<sup>st</sup> PIF; tenured
- Senior Faculty (2 responses)
- Faculty Affairs (1 responses)

## Which parts of this process were easier and more difficult?

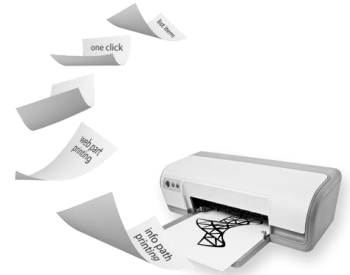
### Easy part of the PIF

- Was easy once I saw a sample faculty PIF
- Keeping all paperwork (binder or folder)
- PIF is straight forward
- Drafts of narratives
- Easy after I attended an orientation session



### More difficult part of the PIF

- Organization & formatting
- Table of contents
- Printing supplemental documents
- Writing the teaching philosophy
- Time-consuming
- Gaining guidance
- Expectations of the department



## What advice would you give this year's new faculty when putting together their first PIF?

- Don't panic.
- It's a wise idea to start early.
- Keep things short and simple.
- Make friends with Faculty Affairs.
- Review section 600 and familiarize yourself with it.
- Find out who are the members of your personnel committee.
- Get your author form signed at the time an article is accepted.
- Get a really good 3-hole punch.
- Check with your department administrators to see if the department will provide you with supplies such as card stock, tabbed dividers, colored paper, and a hole punch.
- A lot of corrections could have been made before my PIF went to my personnel committees if I had just had someone more experienced look it over.
- Set aside about 32 hours (two full weekends or eight full afternoons) over the summer. I did just so in July and felt that when the PIF was due in early fall, there was very little to do to finish up.
- During New Faculty Orientation, I was advised to keep separate folders for professional development, department service, community service, college service, and university service.
- Update your CV every time there's something new to add, rather than trying to remember everything 6 months from now.
- Don't read your Department Chair's PIF as a 'sample'! Stick with newer faculty.



## **SAMPLE BLANK RECOMMENDATION LETTER**

October 28, 2016

Dr. Candidate  
Department of...  
California State University, Northridge  
Northridge, CA 91330-

RE: Second year retention evaluation

Dear Dr. :

The Personnel Committee for the Department of xxx has reviewed the materials in your Professional Information File (PIF) and Personnel Action File (PAF). Your materials clearly demonstrate how you have significantly contributed in the three areas of teaching, scholarship, and service. The committee is pleased to recommend you be retained as an Assistant Professor for the next academic year, 2017-2018.

### 632.2 Professional Preparation

Your MA and PhD in xxx with an emphasis in xxx from UCLA are considered terminal degrees that have effectively and appropriately prepared you for this tenure-track position in the Department of xxx at California State University, Northridge.

*For each category below, look up and review your department's unique Personnel Policies and Procedures for descriptions of criteria that will be used to evaluate each section. <http://www.csun.edu/facultyaffairs/policies/index.htm>*

### 632.3 Teaching Effectiveness

Your student evaluations point to evidence that you are an effective instructor through... Your peer classroom observations reveal that your next steps may be in the areas... We recommend that you work with your department chair and attend faculty development events and programs to continue your growth as a learning-centered instructor.

### 632.4 Contributions to the Field of Study

Since you started your appointment at CSUN, you have presented two peer reviewed papers at national conferences. You have one manuscript titled... under review at... We look forward to these scholarly activities coming to fruition in the form of peer reviewed publications so that you make meet the requirements for tenure and promotion.

### 632.5 Contributions to the University and Community

You have contributed significant service to your department this past year on the following committees... Eventually it will be important to expand your service to the broader campus community (e.g., College & University).

### 632.6 Professional Responsibilities

It is evident that you are a highly respected and critically important faculty member in the Department of xxx. We recognize you as a valued and significant member of this department and the overall campus community at large.

In accordance with 606.1.2.d of the CSUN Administrative Manual, you have the right to place a response to this letter in your Personnel Action File. You may also request a meeting with the Department Personnel Committee to discuss this recommendation; this meeting must be held within ten (10) calendar days of receiving this letter.

Sincerely,

XXX,  
Chair, Department Personnel Committee  
cc: other members of Department Personnel Committee,  
Department Chair

## **Teaching Effectiveness**

***“Throw” all teaching related documents here until you are ready to organize them for your PIF.***

## **Teaching Effectiveness**

### **What materials should I include & how will I be evaluated?**

The firm answer to these questions varies by department and college.

#### **Ask if these materials should be included in your PIF:**

- Course syllabi should be included.
- Ask if you should include course assignments, grading rubrics, grade distributions (any document you include needs to be addressed/discussed).
- Ask someone to review your evidence/documents reflecting your growth in teaching effectiveness.
- DO NOT INCLUDE: peer classroom observation evaluations or the student evaluation raw data (or even a chart listing all scores) because this SHOULD be in your PAF (check to make sure they are indeed in your PAF).

#### **Ask if/how you will be evaluated on criteria such as:**

- Peer classroom observation evaluations
- Student evaluation mean scores (if you received low average scores, make sure to talk about it directly; do not ignore the data)
- Detailed descriptions of the steps you have taken to improve your teaching
- Type of courses taught (undergrad/graduate level; GE, seminar/large lectures)
- How your courses are meeting course/department Student Learning Objectives (SLOs)
- Innovative approaches (e.g., technology, learning centered, high impact practices)
- Talk with your department and review your Department's Personnel Policies & Procedures for specific details regarding criteria used to make these evaluations.  
<http://www.csun.edu/facultyaffairs/policies/index.htm>

#### **Ask how to interpret the recommendations you receive:**

- It is not uncommon for new faculty to struggle with teaching effectiveness initially. Maybe you received student evaluation scores in the 3.0 or less range; perhaps your peers observed and recommended ways you can adapt to better meet the needs of students. A statement that recommends you work with your Department Chair means the following year it is expected that some positive development/changes should be evident.
- Even if your materials didn't present teaching ineffectiveness/struggle, you may receive messages in your recommendation letter that point to areas you should consider further enhancing. Next year you should explicitly state how you made changes.

## **Contributions to the Field of Study**

*“Throw” all service related documents here until you are ready to organize them for your PIF.*



## **Contributions to the Field of Study**

### **What materials should I include & how will I be evaluated?**

The firm answer to these questions varies by department and college.

#### **Ask if your department has specific, approved, & updated Department Personnel Policies & Procedures:**

Some departments have approved specific guidelines (policies & procedures) and outline specific definitions of scholarship and may even indicate a number of scholarly contributions required for tenure and promotion. In contrast, some departments revert to the standards of Section 632.4 for guidance on what is required for scholarly contributions.

#### **These policies will outline exactly how you will be evaluated on criteria such as:**

- Number of publications
- Characteristics of the publication (e.g., journal type) as specified in your departments Personnel Policies & Procedure document
- Grants/external funding/proposals
- Presentations
- Memberships
- Talk with your department and review your Department's Personnel Policies & Procedures for specific details regarding criteria used to make these evaluations.  
<http://www.csun.edu/facultyaffairs/policies/index.htm>

#### **Ask if these materials should be included in your PIF:**

- Published **publications**
- ASK what type of “**drafts**” (if any) should be included in the PIF; if you don't have any publications the year you are being reviewed, it is useful to include a draft of whatever you have been working on to show progress
- **Acceptance letters** from reviewers
- For **conference presentations**- copy of the paper/presentation (e.g., powerpoints)
- Be careful: make sure the title/journal information is consistent across all PIF materials (e.g., resume/index/actual document) and across recommendation letters as they arrive from reviewers. Ask your reviewers to correct their letters before they move forward; otherwise it will confuse others; the Provost sees all these errors.
- Draw a bright line between **work prior to your appointment** and after. Make sure a publication that was on your resume when you applied for the position does NOT appear like a new publication this year. For instance, if you submitted your CSUN application with a publication “in press” or “forthcoming,” this would not likely “count” as a new publication since appointment unless you provide an explanation that significant revisions were necessary since your appointment begun. Help your committee by separating publications previous to CSUN and since appointed (e.g., bold publications since appointed).

#### **Ask how to interpret the recommendations you receive:**

- Each department and college has unique expectations regarding productivity around scholarship. Again, if you receive a recommendation to work with your department chair to develop a plan of scholarship, this means there are expectations to see evidence of changes/growth in your very next review cycle.

# **Contributions to the University & Community (Service)**

*“Throw” all service related documents here until you are ready to  
organize them for your PIF.*

## **Contributions to the University & Community**

### **What materials should I include & how will I be evaluated?**

The firm answer to these questions varies by department and college.

#### **Ask if these materials should be included in your PIF:**

- Thank you/recognition letters which indicate your degree/depth of contributions and responsibilities
- If you presented, provide a copy of your slides/presentations
- Sample work that was significant (e.g., curriculum proposal you wrote, accreditation report)
- Typically you do not include evidence such as flyers, emails, or minutes of meetings you have attended.

#### **Ask if/how you will be evaluated on criteria such as:**

- Level of service (department, college, university)
- Actual contributions/workload (little time/effort; type of work/contributions)
- Leadership contributions (e.g., chairing a committee; presenting to others)
- Consistency of contributions (one-shot contributions; throughout the semester/year commitment)
- Talk with your department and review your Department's Personnel Policies & Procedures for specific details regarding criteria used to make these evaluations.

<http://www.csun.edu/facultyaffairs/policies/index.htm>

#### **Ask how to interpret the recommendations you receive:**

- It is not uncommon for new faculty to have smaller contributions across the campus as a whole since some department chairs protect new faculty during their first year from these commitments.
- Many new faculty have limited opportunities to serve on college or university level committees within their first couple of years. Therefore you might see recommendations to eventually seek those opportunities in the coming years (or the very next review cycle).
- Some faculty highly engage with service and might over commit themselves with service and community commitments. If you receive a recommendation to focus your service contributions, this may mean you should reconsider the committees you are serving on. Talk with your department chair to make these decisions.