

Tenure & Promotion Information Session

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Center for Faculty Development

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Today's Goals are to share:

- Where to get information.
- P&T Timeline.
- New Criteria.
- Submitting Files.
- Different levels of review.
- Support.
- Questions.



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Important Disclaimer

- Always consult your College for current practices.
- The following is information offered by the Center for Faculty Development.
- Although we strive to be accurate, the office is not part of the Promotion and Tenure process and we are only one point of view.
- We recommend getting information from multiple sources.

Schedule/Timeline

Typical Calendar (note dates will vary from year to year; exact dates are posted in the Spring)

- **Spring of 5th year** Dean notifies individuals of dates for Promotion and Tenure
- **Spring of 5th year** Peer Review Committee is formed
- **Spring of 5th year** Selection of External Reviewers
- **Early June** Turn in External Evaluation File
- **Early September** Promotion and Tenure Files submitted to Workflow
- **Early/Mid-September** Evaluations from External Reviewers Due
- **Mid-October** Peer Review Committee's Recommendation Due to Department Chair
- **Mid/Late November** Department Chair's Recommendation Due to Dean
- **Early January** Dean's Recommendations Due to Provost
- **Early February** UPTC meets and Provost's Recommendations Due to President*
- **April** President's Recommendation Due to Chancellor
- **Summer 6th year** Board of Regents affirms decision on P&T



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Criteria

- New Criteria begins for faculty submitting their applications in Fall 2025.
- With the new policy, candidates will be rated in each of the three areas *as recommend* or *do not recommend*.
- To be recommended for promotion and tenure, a candidate has to receive a *recommend* in all three areas.



Submitting Files

- You will submit your materials through the Workflow System.
- You will receive instructions on how to use this new application before you submit your Promotion and Tenure Document in September.
- You will have to upload all documents into the system.
- For 2023, the system did not have a way to work directly with external reviewers.
- Therefore, external reviewers was handled the same way that has been done before in your college. Contact your college administration for what is expected in terms of an external review file. It is hoped for future years, a person will be able to enter their external review documents directly into Workflow.

What is included in the P&T Document?

The Promotion and Tenure Document is the information that the candidate seeking promotion and/or tenure submits summarizing her/his case for promotion and/or tenure. It consists of the following items:

- *1. A formal request for promotion and/or tenure in the university. (For Associate Professors reapplying for Professor see section 9.0) [The Provost's promotion and tenure website provides a template.]*
- *2. Applicable department/college promotion and/or tenure criteria.*
- *3. Written notifications from the Dean of any approved extensions of the probationary period.*
- *4. Annual evaluations from the Department Chair for each year during the evaluative period (e.g. the probationary for Assistant Professor promotion to Associate Professor).*
- *5. Letters from the Third-Year Review peer committee and Department Chair (only for promotion to Associate Professor).*
- *6. A current curriculum vita.*
- *7. A narrative of the candidate's case for promotion and/or tenure. This material should be organized under the three categories of professorial responsibility: (1) Teaching and Educational Activities, (2) Research, Scholarly, or Artistic Activities, and (3) Service.*
- *8. Item 7 may total no more than the lesser of 7,500 words or fifteen pages. Many Promotion and Tenure Documents by successful candidates are frequently much shorter than fifteen pages.*
- *9. Additional material required by the college or department.*
- *10. Appendix material: supporting materials may include but are not limited to: teaching evaluations, course summaries, published research, research summaries, artistic/creative products, etc.*



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What to include in the narrative:

- Focus on how you meet the criteria for Promotion and Tenure.
- Discussions that do not relate to the criteria and do not provide context do not need to be included or can be greatly de-emphasized.
- Also, you may want to see if you can move any items in your narrative into an Appendix.
- Divide into teaching, research, and service.
- Write using the Provost/President as the audience.
- Main chance to describe items that a person cannot understand from one line in the vitae
- Should focus on what has been done at UHCL.
- Don't be modest (but don't go over the top).
- Look at recent examples.
- Have someone read it over before submitting.
- Go back to your Annual Reviews.
- If tables help you explain your information, use them (and may save room by putting Table into Appendix).
- May choose to have an introduction and conclusion to your narrative.



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External Reviewers

What do external reviewers evaluate?

- External evaluators will evaluate your research/scholarship. They are not for evaluating your teaching or service. Evaluators for Promotion and Tenure need to be at the rank of Associate Professor (or equivalent) or higher.

Who creates the external reviewer list?

- 7.2.4 Selection Process. The candidate forwards a list of prospective external reviewers that includes the name, rank, discipline, and a justification for each of the nominees. The candidate and the PRC [peer review committee] shall agree on a list of individuals from whom letters of evaluation will be solicited.

Do I have to get a CV from the external reviewers?

- Unless your college requires, you only need to provide a general description of why the individual would be able to evaluate your scholarship.

What happens if the peer review committee and I don't agree on external reviewers?

- Then conversations and collaboration need to continue until there is agreement.



External Reviewers Cont'd

Can I ask my external reviewers if they will be my external reviewer?

- You will not write the official letter asking the candidate to be the reviewer. That will be done through your college.
- However, it is common to unofficially ask potential reviewers if they would be willing to review if they are officially asked. Some faculty do this throughout the year before they have to submit the list.
- However, some colleges have told faculty not to do this step.
- If you have been told not to contact your external reviewers by your Department Chair or Dean, you may want to ask for clarification.

External Reviewers Cont'd



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How can I find potential external reviewers?

- Academic conferences
- People who you know through publications
- People you've worked with on national organization committees
- Non-UHCL research mentors
- Other potential external reviewers

How close to your research area do my external reviewers have to be?

- For an external reviewer, you want somebody who can discuss the quality and the impact of your research.

How do I find external reviewers if my publications are multidisciplinary?

- One possibly strategy is to find complementary individuals that make-up your multi-disciplinary area. For example, if your scholarship covers two different disciplines, you can suggest at least one external reviewer from each area.

External Reviewers Cont'd

Are there restrictions on who can serve as an external reviewer? For example:

- Can they be from industry or outside of academia?
- Can they be from a Research I institution?
- Can they be from an institution such as UHCL?
- Can they be from UH?
- Can they be from a different discipline?
- Can they be who has recently retired?

Generally, the answer for any of these are yes; however, each of these would be a conversation with your peer review committee in which you would describe why this individual would be a good person to evaluate your scholarship.

The other consideration is that they need to be at “arms-length” from you personally. The policy states the following: *External reviewers must be scholars who are not current or former thesis/dissertation advisors, co-authors, students, relatives, co-investigators, mentors, or close personal friends of the candidate.*



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External Reviewers Cont'd

How will external reviewers know what type of university UHCL is?

- The university has created a standardized letter across the university for external reviewers. It includes a description of the university. Some past candidates have used a paragraph or two of their narrative to describe their teaching and service expectations to help provide context for their research productivity. In addition, external reviewers should receive a copy of the current policy and criteria.

What if I have manuscripts that are (hopefully) about to be in press when I send the external file?

- You can put these works in a narrative, and if the college allows, include them in the portfolio sent to the external reviewer. Each reviewer may weigh that information differently.
- In your internal narrative you submit in September as part of your Promotion and Tenure file, you would likely want to point out any additions to your research products from what was given to your external reviewer.

Different Levels of Review

- Peer Review Committee
- Department Chair
- Dean
- University Promotion and Tenure Committee



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Peer Review Committee

Summary of Peer Review Committee Selection

**If academic program
has 5 or more tenured
faculty**

**If academic program
has fewer than 5
tenured faculty**

Program Faculty

All program faculty can
serve on the committee
even if there are more
than 5 individuals

All program faculty can
serve on the
committee

Faculty from Outside the Program

You may request a
faculty member from
another appropriate
program

You will submit to the
Dean a list of
appropriate faculty
from across the
university to form a 5-
person committee.
Dean, after consulting,
will choose.

Department Chair

The Department Chair reviews after the Peer Review Committee (and before the Dean). The Department Chair is now able to see the peer review committee letter. However, the candidate receives both letters at the same time in mid-November.

If I see a mistake, what can I do?

- *3.2.5 Candidate Rebuttal Letter*
- A rebuttal or letter of information is an opportunity for the candidate to (a) challenge assertions or conclusions in the file or (b) report the acceptance or publication of a work of printed scholarship or the awarding of a grant. The letter and supporting evidence will be added to the candidate's Promotion and Tenure File and will be given full consideration at all subsequent stages of the promotion and tenure process. The letter and supporting evidence may not exceed fifteen pages, although it may reference additional items with instructions as to where and how they may be inspected. Rebuttal or letters of information may be submitted after the review of the Department Chair and after the review by the Dean.

When can I add items to the file?

- The system is set up for a candidate to add items of rebuttal and supporting evidence after the Department Chair review and the Dean review. Candidates are given 5 business days to provide this information after receiving the Department Chair's review and the Dean's review. These are not part of the main file but rather a separate file after the reviews.



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University Promotion & Tenure Committee (UPTC)

This university-wide committee makes the recommendation. Membership includes the Dean and a faculty representative from each college.

Can the person who serves on a peer review committee vote at the University Promotion and Tenure Committee (UPTC) meeting?

- *Both the Dean and the Faculty Representative from the college of candidate can speak but cannot vote on candidates from their college at the UPTC meeting.*

How long is the term for the UPTC representative?

- *One-year term, elected from the college and can serve 2 consecutive terms.*

What if I feel I've been unfairly judged at this stage?

- *10.0 Promotion and Tenure Appeals A candidate may appeal a University Promotion and Tenure Committee's recommendation on the grounds that (a) an error in the described procedures materially affected the outcome, (b) the decision was not based upon the applicable criteria included in the Promotion and Tenure File, or (c) the outcome was arbitrary, discriminatory or capricious. The Candidate will have no less than five working days after receiving written notification of the decision and vote of the University Promotion and Tenure Committee to notify in writing the Provost of her/his intent to file an appeal.*



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When can I celebrate?

- We encourage candidates to celebrate each time they receive a positive recommendation for tenure.
- However, typically the main celebration is after the President makes a positive recommendation to the Board of Regents.
- We would be shocked if the Board of Regents denied a candidate promotion and/or tenure after a positive recommendation by the UHCL President.
- Additionally, you can celebrate on September 1st when your title officially changes.

Where to find support

- **Developing and organizing your material** – Center for Faculty Development, your mentoring network, Department Chair
- **Writing your narratives** – Center for Faculty Development, your mentoring network, (Note: it is recommended that you do not seek advice from members of your Peer Review Committee)
- **Deadlines** – Department Chair, Dean
- **How to operate Workflow** – workflow@uhcl.edu
- **Questions whether individuals are following policy or procedure** – Department Chair, Dean, Provost, and the Faculty Ombudsperson.



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Miscellaneous Questions



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How should I discuss community and professional service?

- One important element for community and professional service is that people who review your material may not know how much work or how involved service can be. For example, being on a Board of Directors may only have a short, annual meeting, or may be very time consuming. For items that a Dean, Provost, or President are not familiar with, you need to be specific about major accomplishments.

What if I have an activity that counts in more than one area?

- Generally, one should not “double-dip” and put items down in more than one area. Typically, I recommend putting the item in one area and then if a reviewer needs to, the reviewer will re-classify it. However, I have seen some narratives that refer to accomplishments in multiple sections, narratives that attempt to split the accomplishment (e.g., publishing with students could include the publications in the research narrative and working with students in the teaching narrative), and narratives that have an additional section describing the overlap of teaching, research, and service.

What if the students' evaluations are variable? (e.g., many very good and a couple of bad ones due to certain, specific reasons?)

- The narrative is the key here. With the narrative you can explain your typical scores as well as the reasons for some low scores. You can also show the trend for your course evaluations over time (if they get higher) or the trend for each particular class. Furthermore, if you are trying to combine all the evaluations into one statistic, you may want to use the median, instead of the mean. The mean is susceptible to outliers while the median looks at the middle score.

What is the best way to present digital research? (e.g., online and multimodal in such a way that physical prints sacrifice formatting)

- You will want to work with your college and the UHCL staff supporting Workflow to see what the best option would be.

Questions?

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