



COLLEGE OF LIBERAL & APPLIED ARTS

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TENURE, PROMOTION, & PRE-TENURE REVIEW PROCEDURES

I. 2011-2012 Tenure, Promotion, and Pre-Tenure Review Calendar*

Deadline	Activity
Friday, September 9, 2011	Final day for department** or division chairs to review schedules and portfolio preparation with each candidate eligible for tenure and promotion
Friday, September 30, 2011	Final day for departmental tenure and promotion committees to be constituted
Friday, October 7, 2011	Tenure and promotion portfolios due to department or division chair
Monday, October 17, 2011	Final day for departmental tenure and promotion committees to vote
Wednesday, October 19, 2011	Portfolios, including departmental committee results, due to department or division chairs
Friday, October 21, 2011	Final day for chairs to notify dean of department representatives to college-level committees
Monday, October 24, 2011	Final day for department or division chairs to notify candidate of departmental recommendation
Wednesday, November 2, 2011	Candidate response, if any, due to department/division chair for inclusion in portfolio
Monday, November 7, 2011	<ul style="list-style-type: none">• Portfolios due to dean's office for review by college-level committees• College committees meet with dean to receive charge
Friday, December 2, 2011	Final day for college-level committees to vote
Friday, December 9, 2011	Portfolios due to dean from college committees

* These deadlines apply to candidates applying for tenure and/or promotion as well as faculty scheduled for pre-tenure review.

** The term "department" should be read to embrace programs within divisions throughout this document, except where the term "division" appears after department.

NOTE: All candidates for tenure will be evaluated based upon criteria in place as of September 1 of the third probationary year.

II. Pre-Tenure Reviews

- A. According to University policy E-50A, each college and its departments must have a pre-tenure review process that is approved by the dean and the Provost.
- B. Each department is responsible for defining a process, subject to approval by the dean and by the Provost, for performing these reviews. The process must allow for: review of the probationary faculty member's performance by tenured departmental faculty; review by the department chair; review by the dean; review by the Provost; feedback in writing to the faculty member under review from each review level that highlights strengths and weaknesses (with recommendations for addressing weaknesses); establishment of a professional development plan if necessary; and opportunity for the faculty member to respond in writing at each level of review.
- C. Departments in the College of Liberal & Applied Arts will conduct pre-tenure reviews of regular faculty in the third year of probationary service. Departments may conduct additional internal reviews at other intervals during the

probationary term. Departments are encouraged to develop mentoring systems to assist probationary faculty in their professional development. Faculty members scheduled for pre-tenure review should compile a portfolio following the guidelines in Section IV of this document for tenure and/or promotion.

- D. Faculty participating in pre-tenure reviews will follow the same procedures and calendar of deadlines that apply to candidates for tenure and/or promotion.
- E. Pre-tenure review portfolios must include all materials submitted from the first and second years of probationary service.

III. Tenure and/or Promotion Procedures

- A. Each department within a college must establish its own policies regarding tenure (E-50A)(1)(C). The process by which tenure documents are reviewed, however, is established by the college (E-50A)(IV)(A). Both policies and processes must be approved by the dean and the Provost.
- B. Promotion guidelines must be developed at the college and departmental levels (E3-A). The guidelines for tenure and/or promotion in the College of Liberal & Applied Arts are detailed in Section IV of this document. Candidates for tenure should also consult University policy E50-A for further information, while candidates for promotion should refer to University policy E3-A.
- C. A faculty member's application and supporting materials for tenure and/or promotion are contained in a portfolio. All items to be included in the portfolio must be present at the time the appropriate departmental committee begins the review process except materials added to the front of the portfolio, specifically: vote totals of the departmental committee(s); optional written comments from committee members at the departmental and college levels; recommendations from department or division chairs; optional letters of response from the candidate addressing errors of fact in the recommendations; vote totals of the College of Liberal & Applied Arts committee(s); and recommendations by the Dean of the College of Liberal & Applied Arts.
- D. Department or division chairs initiate the tenure and promotion process in the fall semester of each academic year.
 - 1. Department or division chairs will meet with candidates for tenure in the fall semester prior to the year of the final tenure review to discuss the application process.
 - 2. Candidates applying for promotion only will meet with their department or division chairs in the fall semester of the same year in which they plan to apply. In either case, the chair will discuss the requirements for preparation of the portfolio and review the process for tenure and/or promotion with candidates.
 - 3. Candidates for promotion and/or tenure are responsible for compiling their portfolios and submitting them to their department chairs by the deadline established each year by the dean.
 - a. The chair will make the portfolio available for review by faculty committees constituted in the department.
 - b. Each portfolio will be evaluated by all members of the appropriate committee with regard to the criteria previously established by the department.
- E. Departmental tenure committees will be comprised of all tenured members of the department. In departments with two or fewer tenured faculty members, the chair of the department and each candidate will submit separately to the dean of the college a list of three names of tenured faculty members from other departments in the college. The dean will appoint members from these lists until there are at least three members of the departmental tenure committee.
 - 1. Departmental promotion committees will be comprised of all faculty members in the department holding rank above that of the candidate.
 - a. When departments have two or more candidates applying for promotion to different ranks during the same academic year, one committee consisting of between three and seven members holding rank equal to or higher than that being applied for by either candidate may serve as the committee for all promotion evaluations.
 - b. In departments with fewer than three faculty members who are eligible to serve on promotion committees, the chair of the department or division and each candidate will submit separately to the

dean of the college a list of three names of eligible faculty members from other departments in the college. The dean will appoint members from these lists until there are at least three members of the departmental promotion committee.

2. After the committee members have reviewed all portfolios, the chair of the department or division will schedule a meeting of the appropriate committee. Committee members will meet, elect a member of the group as chair, and carefully consider the candidate's application.
 - a. The committee's considerations must be limited to the criteria previously established by the department.
 - b. Following committee deliberations, the chair of the committee will conduct a confidential vote, tabulate the results, and insert the results into the portfolio. The chair may also provide an optional summary report. Committee members may include individual written comments as well. All documents utilized in the tenure and/or promotion process, including written comments by reviewers, become part of the official file. These records may become accessible to the individual being reviewed and others during the course of appeal, litigation, or public information requests. Anything that committee members put in writing should be carefully worded to reflect professional input based on appropriate evaluation criteria.
 3. The chair of the department committee will transfer the portfolio to the chair of the department or division for evaluation. The chair will evaluate the portfolio with regard to departmental criteria for tenure and/or promotion, consider the vote of the departmental committee and any other information deemed pertinent, and insert into the portfolio a written recommendation supporting or opposing the awarding of tenure and/or promotion.
 - a. within five (5) class days of completing the departmental review, the chair of the department or division will notify candidates for tenure in writing of the departmental recommendations. The candidate will have five (5) class days in which to review written recommendations and supporting comments made by departmental members and may attach a letter of response addressing errors of fact in the recommendations. Such a notification and any subsequent response by the candidate will become part of the portfolio.
 - b. candidates for promotion will be notified by the department chair within six (6) class days, and will have six (6) class days to respond to errors of fact.
 4. The department or division chair will forward the portfolio, including the vote of the departmental committee, any written comments from committee members, and his or her recommendation, to the appropriate college committee.
- F. College tenure and college promotion committees will be constituted by the dean in the fall semester of each academic year.
1. College tenure committees will consist of one tenured representative elected from within each department in the college. Representatives who served on evaluation committees in the home departments of individual candidates will recuse themselves from voting on those candidates at the college level, but may answer questions from committee members.
 2. College promotion committees will consist of one elected representative holding rank higher than that of the candidate(s) from each department. Representatives who served on evaluation committees in the home departments of individual candidates will recuse themselves from voting on those candidates at the college level, but may answer questions from committee members.
 3. Portfolios for tenure and/or promotion will be evaluated by the appropriate college committee with respect to departmental criteria. Portfolios must include all materials and recommendations.
 4. Each college tenure and/or promotion committee will meet, elect a member as chair, and carefully discuss and consider the portfolio with respect to the department criteria for awarding tenure and/or promotion.
 - a. Following this discussion, the chair of the college committee will conduct a confidential vote. Each member of the committee will indicate clearly his or her vote whether the candidate should be

recommended for tenure and/or promotion. The chair of the college committee will tabulate the results of the committee vote and insert them into the portfolio. The chair may also provide an optional summary report.

- b. Committee members may choose to include written comments. All documents utilized in the tenure and/or promotion process, including written comments by reviewers, become part of the official file. These records may become accessible to the individual being reviewed and others during the course of appeal, litigation, or public information requests. Anything committee members put in writing should be carefully worded to reflect professional input based on appropriate evaluation criteria.
5. The chair of the college committee will transfer the portfolio(s) to the dean, including all vote results and recommendations from preceding stages of the review process.
 6. The dean of the college will evaluate the portfolio submitted by the candidate, recommendations, and vote results from each preceding stage of the process, and any other evidence deemed pertinent.
 - a. within five (5) class days of completing the college review, the dean will notify candidates for tenure in writing of the college recommendations. The candidate will have five (5) class days in which to review written recommendations and supporting comments made by college committee members and may attach a letter of response addressing errors of fact in the recommendations. Such a notification and any subsequent response by the candidate will become part of the portfolio.
 - b. candidates for promotion will be notified by the dean as above within six (6) class days, and will have six (6) class days to respond to errors of fact.
 7. The dean's recommendation and supporting comments will be submitted to the Provost, along with the portfolio and the recommendations generated at each preceding stage of the evaluation.

IV. Guidelines for Preparation of Tenure and/or Promotion Portfolio

The summary documents from the third year review will be submitted along with materials from the third through fifth years of probationary service.

Candidates applying only for promotion should follow the guidelines in University policy E3-A (III)(c) for portfolio preparation. Those applying for tenure only, or for both tenure and promotion at the same time, should prepare a single portfolio. The contents of the portfolio should reflect the criteria for tenure and/or promotion established by the individual's academic department. Each portfolio must include supporting materials regarding teaching, research or creative activity, and service, and should argue persuasively that the individual meets or exceeds expectations in **each** of the three areas: teaching effectiveness, scholarly or creative accomplishments, and rendered service.

Additionally, the University's tenure policy (E-50A) provides the following general guidelines for preparing a tenure review portfolio:

- "Tenure Review Portfolio" (referred to hereafter as portfolio) as used in this policy will be defined as a set of verifiable materials showing evidence of a candidate's fitness for tenure. The portfolio should contain a succinct, substantive, cumulative, and relevant record of a candidate's performance during the probationary review period (I.A.4)
- Candidates, in consultation with the department chair, are responsible for developing a succinct portfolio consisting of supporting materials, including a table of contents, current vita, all annual faculty activity reports, all pre-tenure reviews, all administrative evaluations and other materials that may be required by the department (IV.B.2).

Portfolio materials should be organized into one three-ring binder. Tabs should be used to identify the main sections for easy reference. The candidate's name, department, and College should be clearly indicated on the spine of the binder. If plastic "sleeves" are used, put only one sheet of paper in a sleeve.

A portfolio should be considered a persuasive statement about the candidate's professional development and qualifications to merit tenure in a specific discipline. According to university policy, portfolios should be succinct and substantive. Above all, accomplishments since coming to the University should be the focus of the portfolio.

Since portfolio materials will be reviewed by people from a variety of academic disciplines, provide explanations and context whenever necessary. Certain items are required to be included in a tenure/promotion portfolio within the College of Liberal & Applied Arts.

1. Required Introductory Materials

- Table of contents
- A copy of the candidate's initial appointment letter and any changes to that initial appointment
- A copy of all annual evaluations at each level of review must be included.
- All third year review evaluations from the department tenure committee, chair, college tenure committee, dean, and Provost
- A copy of the candidate's departmental tenure criteria in place as of September of the candidate's third year
- A narrative highlighting the candidate's accomplishments and why expectations for tenure are met
- The candidate's most current curriculum vitae
- Administrative evaluations from the candidate's department chair for each year of probationary service

2. Teaching Effectiveness

a. Required Materials

- The most recent syllabus from each course taught at the University
- All student evaluations while at the University since the candidate's third year review

b. Consistent with departmental policy, other items may be included at the candidate's discretion that demonstrate teaching effectiveness, such as:

- Reports of class visits by faculty colleagues, the department chair, and/or others who have the expertise to evaluate effective teaching
- Evidence regarding the candidate's work with thesis committees, student supervision in and out of the classroom, curriculum development, innovative teaching strategies, and participation in teaching-related workshops and conferences
- Self-published works such as instructional CDs, workbooks, or non-refereed textbooks
- A list of awards/honors related to teaching
- A list of study abroad involvement

3. Research and/or Creative Accomplishments

a. Required Materials: In this section of the portfolio, it is helpful to provide descriptive headings, such as Scholarly Articles and Conference Presentations, to differentiate among the different categories of scholarly work.

- Evidence of scholarly publications: book chapters, articles in professional journals, book editorships, textbooks, and monographs. Provide bibliographic information and differentiate among international/national, regional/state/local, and refereed/non-refereed publications. Any material too unwieldy to fit in the three-ring binder—monographs, textbooks, etc.—should be placed in a designated box in the dean's office for evaluation.
- Evidence of scholarly presentations. Differentiate among solo papers, poster presentations, peer-reviewed proceedings, panels, international/national, regional/state/local conferences, and refereed/non-refereed events
- Evidence of funded grants. Indicate amount received, role in the grant (i.e. principal investigator), funding source, and period of funding

b. Consistent with departmental policy, other items may be included at the candidate's discretion that demonstrate research effectiveness, such as:

- A list of the candidate's awards, fellowships, and other honors related to research
- Unfunded grant proposals
- Cooperative research with students
- A list of non-refereed materials

4. Service

a. Required Materials

- A list of candidate's professional memberships, including positions held and meetings attended
- Evidence of support for student research

- A list of committees the candidate has served on, organized by department, college, and university levels, including years served and any leadership roles
 - Activities related to program and/or course assessment, as well as advising
- b. Consistent with departmental policy, other items may be included at the candidate's discretion that demonstrate professional service, such as:
- Reviews of book and manuscripts for publishers
 - A list of the candidate's awards, fellowships, and other honors related to service
 - Involvement with student organizations
 - Leadership roles in regional, statewide, or national activities/committees
 - Activities related to accreditation
 - Study abroad involvement
 - Student recruiting and retention efforts
 - Liaison work with high schools or community colleges
 - Representation of the university in the community or statewide
 - Speaking engagements in a professional capacity.

This document is effective as of September 1, 2008, as modified September 7, 2010.