A Brief Guide to the Tenure and Promotion Process

Rules and regulations
• https://www.utep.edu/vpba/hoop/section-3/academic-policies-and-faculty-personnel-matter.html

Process
Timeline
• Candidate initiates request
• External Evaluations
• Department Evaluation
• Department Chair’s independent evaluation
• College Committee’s evaluation (advisory to Dean)
• Dean
• Provost
• President
• Regents

Deadlines
1. Faculty members seeking discretionary promotion notify Department Chair and Dean by April 1.
2. Research dossier due by May 31.
3. External reference letters requested and confirmed by the department by June 1. These letters should be solicited by the department chair as early in the cycle as possible.
5. External letters due by September 1.
6. Department’s evaluation and Department Chair’s evaluation due to the Dean by October 1.
7. College committee’s recommendation to the Dean due by November 1.
8. College Dean’s recommendation due to the Provost by December 1.
9. New publications added to the dossier by February 15.
10. Provost’s recommendation to the President due by April 1.
11. President’s decision due by June 1.
12. Regents’ decision due by August 31.

External Review Process
• List from candidate (no more than 5)
  —Name, contact info, reason they are experts, and your degree of interaction.
  —You can identify and exclude not more than one or two known hostile potential reviewers.
• Department list based on suggestions from colleagues and other sources
• External reviewers solicited by chair
• Materials accessed electronically (or hard copy if reviewer prefers)
• Chair undertakes all contacts
• Unsolicited letters do not help
External Reviews

- At least 5 documentable experts in the field; their CVs should be included.
- Their expertise should be readily inferred from their CVs.
- Should be from comparable/R1 institutions.
- An evaluation of the contribution you are making; this should NOT be a reference letter.
- NOT dissertation advisor, co-author, research or creative collaborator, or ex-student.
- You might know them, but only professionally. If they are on your CV, they are inappropriate.

Department Evaluation

- Tenured faculty
- Members above or equal to rank to which applicant aspires
- The committee provides one written evaluation summary (~ 2 -3 pages).
- Feedback to the applicant is purposefully vague.

Department Chair’s Evaluation

- Independent judgment
- Discusses application in light of programmatic needs/foci
- Makes evaluation (concurring or not with Department’s evaluation)
- Explains choice of external reviewers
  —Identifies problems in getting reviewers.
  —Identifies how many requests were made.
  —Identifies which were from candidate’s list and which from the department

The Chair and department need to make a rational argument.

- What are the “metrics” of a valuable scholar?
- GOOGLE SCHOLAR citations?
- Journal impact factors?
- Book publisher prestige?
- Outside reviews of some sort? Awards?
- National or international recognition of the performance.
- The chair and department need to use metrics or evidence to make their argument.

College Committee’s Evaluation

- Members from all three College domains
- Reviews all of the applicant’s materials and Department’s and Chair’s evaluations
- Drafts evaluation letter to the dean

Dean’s Evaluation

- Dean’s letter to the Provost
- Based on all materials in portfolio
- Quality of the contribution to profession
- Scholarship, teaching, and service linked to UTEP mission
- Concurs or does not concur with Department and College Committee evaluations
**Portfolio**

What is the tenure and promotion portfolio?

- Your opportunity to describe your accomplishments at UTEP.
- Your opportunity to advocate for yourself.
- Your perspective on and interpretation of your scholarship, teaching, and service.
- An explanation of the value of your scholarship, ideally in a well-organized, engaging form with minimal jargon and aimed at a broad audience within the university and incorporating UTEP’s mission.

**Contents**

- General Documents (CV, statements, PAR evaluations, Third Year Review)
- Research/Scholarship/Creative Activities
- Teaching philosophy and contributions
- Service

*All statements should be self-reflective and attend to the UTEP mission*

**Tenure and Promotion File Structure**

Folders 1 and 2 are for internal and external review. Items in **bold** are set format items and are required. There is some room for personalization regarding your professional research and creative work activities. You should organize your subfolders in a way that makes your body of work clear and accessible for reviewers.

For external review. Due May 31.

**Folder 1. Primary documents.**

- **Curriculum vitae**
- **Research statement.** Summary statement of research, scholarship or creative arts program and philosophy. This should also outline future activities. 2 pages.

**Folder 2. Digitized Scholarship and Creative activities.**

**Subfolder 1.** Publications and creative activities

- Subfolder 1 Peer-reviewed books, articles, and chapters
- Subfolder 2 Reprints

**Subfolder 2.** Other scholarly and creative work.

- Subfolder 1 In press
- Subfolder 2 Under contract
- Subfolder 3 Under review
- Subfolder 4 Grant Proposals
- Subfolder 5 White papers
- Subfolder 6 Other

**Subfolder 3. Relevant evaluative metrics**

- Citation counts of scholarly publications
- Professional rankings of journals and publishers
- Impact of scholarly publications
- Reviews of scholarly work or creative activities
- Statement outlining the relative contributions of co-authored publications
Invited colloquia, presentations or performances
Editorial activities

For internal review only. Due August 31.
Folders 1 and 2 will be updated and copied to new folders with the same names. The research statement, however, can change.

Folder 1. Primary documents.
   a. Curriculum vitae
   b. Research statement. Summary statement of research, scholarship or creative arts program and philosophy. This should also outline future activities. 2 pages.
   c. Yearly PAR evaluations.
   d. Third Year Review (if applicable).
   e. Post-tenure review (if applicable).

Folder 2. Digitized Scholarship and Creative activities.
Subfolder 1 Publications and creative activities
   Subfolder 1 Peer-reviewed books, articles, and chapters
   Subfolder 2 Reprints
Subfolder 2 Other scholarly and creative work.
   Subfolder 1 In press
   Subfolder 2 Under contract
   Subfolder 3 Under review
   Subfolder 4 Grant Proposals
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   Invited colloquia, presentations or performances
   Editorial activities
Folder 3. **Teaching**

*Statement of teaching philosophy and contributions.*

**Subfolder 1**  
*Curriculum contributions* and syllabi. The most recent syllabus for each class need to be included. One can include previous syllabi if one wants to show evolution of a class.  
Course development  
Course improvement  
Assessment of learning outcomes

**Subfolder 2**  
*Course Evaluations & Feedback*  
Overall instructor ratings (SAQs) *(Some people merge all teaching evaluations into one organized document).*  
Grade distributions  
Peer evaluations  
Honors or awards

**Subfolder 3.** *Student supervision* (research or scholarship or creative activities co-authored with students)  
Presentations co-authored w/students  
Artistic performances or presentations with students  
Other student performances & presentations supervised  
Student success metrics and examples  
Theses and Dissertations supervised  
Theses and Dissertations Committee Service  
Career & professional achievements of supervised students

**Subfolder 4.** Other.

Folder 4. **Service**

*Statement of service philosophy and contributions. 2 page maximum.*  
Departmental Committees  
Other Departmental contributions  
College and University Committees  
Other College and University Contributions  
Professional contributions

Other folders.

Folder 5. **External Reviewer letters**  
Letters and their CVs. Five are required.

Folder 6. **Departmental recommendations**  
Summary vote form  
Department’s evaluation  
Chair’s evaluation

Folder 7. **College recommendation**  
College Committee evaluation  
Dean’s evaluation
Things to remember when writing statements

• Recognize the broad audience.
  —Experts in your domain.
  —University audience
  —Highlight the import and impact of your work.
• Highlight the implications of your work.
  —Explain new/future directions for your work.
  —Tell a story of your work. Why would one study this and why should we care?
  —Simplify and explain.
  —Provide subheadings to direct the reader.
  —Be succinct.
• Explain any gaps.
• Avoid jargon.
  —Expert readers will read the papers where you can show your technical skill.
  —Non-expert readers will find it irritating.
  —Explain perceived weaknesses and discuss how you’ve addressed them. One common example is poor teaching evaluations in years 1 and 2. Highlight your improvement to show you are an engaged teacher.
• Edit your statements carefully.

The research/scholarship statement.

• Identify the trajectory of your work: some connections are not obvious and need to be described to the reader.
• Identify new directions in your scholarship.
• Some faculty members make two statements. One for their external review, and one for their internal review.

Document quality

• Venues of publication (journals, book publishers, etc.)
• Reviews and citations of published work
• Grant applications, funded, pending, and non-funded
• Venues for conference presentations and media requests
Teaching narrative
- What is your teaching philosophy?
  - How does it influence your teaching?
  - Can you provide examples of how your philosophy influences your teaching?
  - How have you refined your teaching strategies in response to student feedback?

The teaching narrative should include
- New course development.
- Instructional innovations and assessments.
- Courses taught and how your teaching influences student outcomes.
- How your teaching fosters student achievement.
- All syllabi and student evaluations and peer evaluations, along with some sample exams, assignments, materials, evaluations, etc.

Things people forget
- Student accomplishments.
  - Grants and scholarships.
  - Grad school entrance.
  - Conference presentations.
- Teaching is often in response to departmental goals. That can be highlighted. It shows good citizenship as well.

Service
- Departmental, university, professional, and community level.
- Professional service is often the most highly valued.

Areas may overlap.
- Your scholarship should enhance your teaching and service.
  - Mentoring student research may count as research and teaching.
  - Professional service (editorial boards) can help your scholarship.
- Your teaching should enhance your scholarship.
  - Class projects can be integrated with and inform your scholarship, and your scholarship should enhance your teaching.
  - Many people integrate service with their teaching.

Back up the files and file structure
- Use a flash drive.
- OneDrive has had problems, as have all online repositories.
- Mirror copies of the OneDrive materials on the flash drive, by directory.

Digitized Publications and Materials
- Use PDF files when possible.

Please also consult The Tenure and Promotion Process—best practices document