

THE TENURE AND PROMOTION PROCESS: BEST PRACTICES FOR CANDIDATES AND CHAIRS

FOR CANDIDATES:

1. Follow the “Guide to the Tenure and Promotion Process 2024-2025” for information on the T&P process and how to build a T&P portfolio. Also review the policies on T&P from the Provost’s Office and the Handbook of Operations and Procedures (HOOP). Note that the College of Liberal Arts provides additional directions and information beyond the Provost’s Office, but candidates should also review the documents on the Provost’s Office website:
<https://www.utep.edu/provost/faculty/tenure-and-promotion.html>.
2. Include the results of the PAR merit evaluation, identified by year, for the past five years, as well as the Third-Year review. These documents should include comments by department chairs and deans and the PAR scores. You should have copies of your PARs (including those predating the Faculty Success versions), Third-Year reviews, and Post-Tenure Reviews. Contact your department chair if you do not possess these documents.
3. It is vital that candidates provide evidence supporting various claims about their scholarship and creative activities, such as the following:
 - a. Joint publications should have evidence of the parts done by each author in the final publication. The easiest way to do this is to provide a statement from the co-author(s) outlining who did what. Co-authors should validate percentages of effort claimed.
 - b. Books must be in production by the tenure or promotion review process. Ideally, they will be published or at least page proofs should be available. An advance contract is insufficient, as this does not imply (1) that a final manuscript has been written, (2) that reviewers have seen the manuscript and approved it for publication, or (3) that there is a publication schedule including a publication date.
 - c. Provide evidence of impact, such as citation counts, journal impact factors, evidence of the reputation of outlets of events and publications, reviews, etc. Grants and Awards are evidence of impact, particularly in the Arts. How does your field identify outstanding/high ranking work?
 - d. If a publication outlet/journal is widely judged to be “top three” or “top five” in a field, some evidence must be given to this effect.
 - e. Evidence of regional, national, or international reputation, such a special invitation(s) to conferences, to collaborate in an international research project, as contributor to a publication of international reach (e.g., The Oxford Handbooks)

4. Be sure to provide a statement about future research plans. It is expected that creative and scholarly activities will continue in the future and that new topics of research or creative practice are articulated.
5. Provide a list of no more than five potential external reviewers to the Chair. To adhere to arm's-length criteria, do not include any graduate school associates, dissertation directors/committee members, co-authors, or close personal friends. You may also list up to two potential external reviewers to exclude.
6. Provide your raw student evaluations of teaching and a document that provides an overview of student evaluations of teaching across time (such as by times and levels of courses). To make these evaluations more meaningful, provide comparative figures (e.g., department means). This data may be obtained through the Dean's Office. Include a minimum of two peer observations of teaching, such as one from the Third-Year Review and one afterwards.
7. Be selective in what is included in your packet. Divide the packet into important vs. ancillary materials. Ensure that the professional relevance of any included material is evident.
8. Your summary statements should include your most important accomplishments and help you build your case.

FOR CHAIRS (AND T&P COMMITTEES):

1. Chairs need to secure at least five external reviews, at least a minimum of three of which should be proposed by the department. The chair needs to submit a list of potential external reviewers for approval to the Dean by May 1. No more than two external reviewers should come from the candidate's list. The chair's letter should outline the process by which external reviewers were chosen, including the rationale for selecting specific external reviewers (i.e., experts in the field); their origin in at least a peer institution (or, if not, why they are special and should be included); and a summary of which reviewers were from the candidate's list and which were chosen by the department. Reviewers who appear on both lists should be considered as coming from the candidate. Moreover, candidates should not know the identity of those external reviewers considered or solicited by the chair or department. Reviewers should not have some close association with the candidate.
2. Chairs should ask the candidate to provide a list of no more than five outside reviewers. After Dean review of the proposed reviewers, chairs need to reach out to the reviewers as soon as possible before the reviewers accept other responsibilities. See the Provost's template for such letters.
3. Send the candidate's dossier to the external reviewers. It is the candidate's responsibility to gather this material for transmission.

4. The chair does not vote as a faculty member and provides an independent recommendation in a letter of evaluation, even if the chair is new. A new chair may, of course, consult the former chair or provide other evidence in support of what is said in the evaluation. The chair should provide letters for all candidates (if the chair is an associate professor and the candidate is going up for full professor, the chair's letter should emphasize the tenor of the departmental discussion of the candidate's research rather than a recommendation about promotion). The chair's letter should include the following:
 - a. Give a full account of the tenor of the discussion leading up to a vote. They should include the progression of discussion, including both positive and negative points.
 - b. Offer an evaluation of the significance of the candidate's publications and/or creative activities. The candidate should have provided data to help the chair, dean, and evaluation committees understand the impact of creative and scholarly activities. Chairs should similarly justify their evaluation with evidence. If something is deemed "excellent", then how so, for example? The Provost states that "...argumentation in the memorandum must be soundly reasoned and supported by strong evidence." See the full paragraph in the Provost's Office memo (From Senior Vice Provost Ann Gates for 2022-23) for additional points. The chair should evaluate the candidate's data on their scholarly/creative impact, and provide additional data as needed. Remember that evaluators above the departmental level are unfamiliar with standards of achievement in your discipline.
 - c. The department chair/committee should comment on the candidate's teaching skills and evaluate the student evaluations. If the chair has received particularly noteworthy feedback (positive or negative) from students regarding the candidate's teaching, this should be summarized.
 - d. For forthcoming books, if the candidate cannot provide a published copy or page proofs, then they must obtain a letter from the editor that the final manuscript has been submitted and approved by external reviewers, and outlining the production schedule including copy-editing, production of page proofs, and scheduled publication date. **ADVANCED CONTRACTS ARE NOT SUFFICIENT PROOF OF PUBLICATION.**
 - e. For forthcoming articles, candidates must obtain a communication from the journal editor confirming that the final manuscript has been submitted and accepted and giving the prospective date of publication, volume, issue, etc.
5. Working from a letter template provided by the Provost's Office, the chair includes a copy of a letter sent to the outside reviewers.
6. Avoid references to the length of service as a criterion for promotion (e.g., tenure clock extensions, FML, COVID, or other situations). An exception to this point is that candidates going up early for tenure and promotion must meet a higher standard, which the HOOP states as "truly outstanding."
7. The T&P process involves multiple levels of review, which strengthens the process. Departmental T&P committee discussions are an opportunity for colleagues to provide

particularly rich evaluations that can serve as context for the entire process. Quoting the Provost's Office, "For each area of contribution, the assessments, argumentation for the assessments, and evidence in support of the assessments...must be cited or included in the review memorandum. The argumentation in the memorandum should be soundly reasoned and supported by strong evidence. When there is significant disagreement among members of the departmental or college review committees, the opposing views should be presented for other levels of review to consider." Deliberations should provide an opportunity for full participation of the committee and respect for professional opinions.

8. The department chair should inform the candidate about all recommendations at the department level (without specifying the number of votes), and the Dean will inform the department chair, who will inform the candidate, about the College-level recommendations. The candidate may present additional information pertinent to the decision up to the level of the Provost until February 15.

9. It is imperative that letters and discussions remain confidential, including the names of external reviewers.

As departments move towards their deliberations, the Associate Dean for Faculty will share with each chair of T&P candidates a document titled "Guidelines for Department Chairs as Their Departments Move Forward with T&P Deliberations", which includes detailed guidelines relating to procedure that should be shared with members of the departmental T&P committees.

If there are any questions or concerns, please contact the Associate Dean for Faculty by email, phone call, or in person at any point in the process.

Checklist for Candidates

- _____ Meet with Associate Dean to review the T&P process. The chair also attends
- _____ Provide external letter writer list to department chair by April 15
- _____ Complete external dossier for external letter writer review, due May 31:
 - _____ CV
 - _____ Research Statement
 - _____ Publications/Creative works
 - _____ Metrics, etc.
- _____ Complete internal dossier by August 31:
 - _____ CV
 - _____ PARs
 - _____ Executive Statement
 - _____ PTRs (if applicable)
 - _____ Third-Year Review
 - _____ Research Start-up Plan (if hired for 2023-24 year or thereafter)
 - _____ Research statement
 - _____ Publications/creative works
 - _____ Metrics
 - _____ Teaching statement & philosophy
 - _____ Curriculum contributions
 - _____ Course evaluations/peer evaluations
 - _____ Student supervision
 - _____ Service statement

Checklist for Department Chairs

- _____ Declare T&P candidates to Associate Dean for Faculty by April 1
- _____ Meet with Associate Dean for Faculty and candidate to review the T&P process
- _____ Obtain candidate external letter writer list by April 15
- _____ Organize the departmental external letter writer list (chair and T&P committee preferences) and provide with candidate's list for Dean approval by May 1
- _____ Upon Dean's approval, solicit external letter writers using Provost's template
- _____ Share external dossier with external letter writers on June 1
- _____ Obtains access to candidate's internal dossier on September 1 and shares with the departmental T&P committee. Uploads the obtained external letters into the dossier, along with the departmental T&P standards, the external letter writer CVs, and a copy of a solicitation letter
- _____ Schedules T&P meeting, perhaps in conjunction with faculty member chairing the T&P committee. Coordinates with faculty member chairing the T&P committee on the creation of ballots
- _____ Following the meeting of the departmental T&P committee, the Chair forwards the ballots (unsigned by faculty members) and the Summary Vote Form to the Dean's Office
- _____ The Department Chair informs the candidate about the department's recommendation without revealing the vote total
- _____ The Department Chair uploads the T&P Committee's memo and the Chair's memo into the dossier by October 1
- _____ The Department Chair informs the candidate of any recommendations provided by the Dean and Provost