Objective of P&T Process

Faculty hiring and P&T are among the most important things we do because tenured colleagues might be citizens within our community for > 30 years, and these colleagues will represent us in the professional world for that period. Consequently, the objective of the P&T process must be:

• Fairness to the candidate
• Fairness to the College and University
• Transparency for perceived fairness
• Note: This is not an issue of criteria; it is an issue of assuring that the criteria are applied uniformly and fairly
Prelude – Who’s Up?

April (late this year):

• Chairs and candidates decide if they want to put a case forward next year
  ✓ Assistants in 5th year must come up in 6th year
  ✓ For promotion to professor, 6 years in rank is considered aggressive
  ✓ Repeat reviews of a candidate for professor must be separated by at least two years
  ✓ For unusual cases, EC will review vita and make recommendation to department chair

• Candidates can withdraw their application during the P&T process at any time before their casebook is submitted to the CECS EC

Establish the Casebook Committees

May (late this year):

• Chair/Candidate proposes Casebook Committee (one for each case)
  ➢ Committees have 3 members
    ✓ Two from inside department
    ✓ One from outside department

• Executive Committee approves or changes
• Important: Casebook Committees receive their charges from the College Executive Committee
Functions of the Casebook Committees

Casebook Committees:
- Manage development of casebooks
  ✓ This must be done objectively and completely
- Objectively assess teaching, research, and service
- Write recommendations in their cover letter(s)
  ✓ Here Committees can serve as advocates

Outside Letters

August:
- Candidate submits CV and papers to be sent to outside reviewers
- Provost’s rule - minimum of 5 “at a distance”
- Ask for ~8
- Candidate submits short list, committee selects half from list, half not from list
Outside Letters (cont.)

- Candidate may also submit stop list
- PhD/PostDoc advisor & close collaborators may be included, but do not count in minimum set of 5. Such letters risk:
  - √ Positive comments being discounted
  - √ Negative comments being very damaging

Email Contact with Potential Reviewers

- Candidate prohibited from contacting potential reviewers
- If committee sends e-mail to possible reviewers
  - Reviewers can have only 3 options for reply
    - Yes, available to serve as an external reviewer
    - No, unavailable due to time constraints
    - No, candidate’s area is too distant from reviewer’s
  - Other responses might compromise integrity of review
  - All e-mail exchanges should appear in casebook
Data Gathering

July-September:

- Provost provides outline for candidate and committee to “fill in”
- It is not necessary to fill in every blank to get tenure or promotion!!!
  ✓ Intent is that, for any valued activity, there should be a place for it
- Be conservative classifying publications
  ✓ We don’t want a credibility problem

Department Actions

October:

- Casebook Committee submits casebook and recommendation to department chair
- Department reviews casebook and requests any missing data
- Using a process approved by the department’s faculty, the department develops recommendation
- A description of the department’s process and the department’s recommendation appear in a cover letter to the casebook
- The department chair can add a separate cover letter if desired
Feedback to Candidate

- Casebook Committee submits to candidate a brief letter of salient findings of the case
  - This letter is included in casebook
- Candidate may respond in writing to the dean with a copy to the department chair
  - This letter is also included in casebook

College Review

November 2 – Casebook submitted to College:

- College administrative staff reviews each casebook, requests missing data
- 75 page maximum
- Casebooks submitted to EC
- One EC member appointed to lead discussion for each casebook
- EC deliberates through November
Chairs’ Meeting

Before December 10:
- Each case is presented briefly by the department chair
- EC responds with issues (if any)
- Questions from chairs, AD’s, & EC welcomed
- Chairs give advisory vote to EC
- EC makes final recommendation

At Provost’s Level

December 10+:
- All tenure cases (positive and negative) and all positive promotion cases go to Provost for review
- Recommended cases go to Regents for final approval
- It’s official in May
A Plea

• Please don’t alter the Casebook template
• Changes will result in garbage when processed by distiller
• There should be a place to cut and paste anything you wish to include

Acceptable External Letters

• Original, signed letters are preferred
• Letters sent by fax with apparent original signature
• Evaluation letters uploaded to a secure website
• Letters sent by email:
  - If the text is in the body of the email (from a university or business email address)
  - If the email attachment is accompanied by the original email within which it came (from a university or business email address)
  - If the person only has a personal email address, it will be accepted only if the email is followed by a hardcopy of the letter
External Letters (cont.)

• If a letter is received without a signature, not delivered electronically, a verification letter or email must be submitted by the committee chair validating the authenticity of the letter.