

# **New Unit Head Series:**

## **Unit Heads Role in the Tenure and Review Process**



**Office of the Provost**

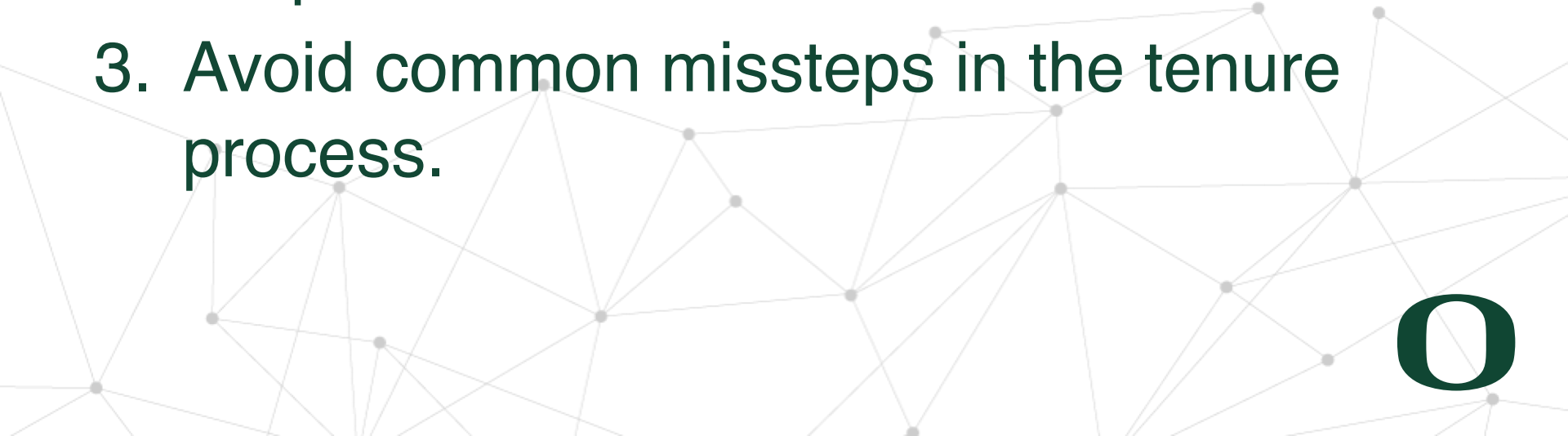
**October 2, 2019**

**EMU Cedar-Spruce**

# Objectives



## Participants will be able to...

1. Provide guidance to junior faculty preparing for a 2020-21 decision year.
  2. Prepare the head's letter for a tenure file.
  3. Avoid common missteps in the tenure process.
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# Welcome & Introductions



Ellen Herman – Vice Provost for Academic Affairs

Sierra Dawson – Associate Vice Provost for Academic Affairs

Jove Rousseau – Executive Assistant, Office of the Provost



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# Please introduce yourself!

- Name
- Unit
- Role
- New in your role?



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# Pair-up



Share with your neighbor one problem that you have heard about that has occurred during the tenure process.

Be prepared to share – popcorn style (briefly/quickly) – what problems you discussed.



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# Overview of Discussion



- Process
- External Reviewers
- The Tenure File
- Communicating with the Faculty Member(s)

Under Review



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# Process



# What are the different levels of review of the tenure file?



## **Unit**

(personnel committee; faculty vote; head's letter)

## **School/College**

(personnel committee; dean's letter;  
dean's meeting with candidate)

## **University**

(faculty personnel committee - FPC)

## **Provost**





# Who makes the decision about tenure?



The Provost

All other levels of the process are advisory to the Provost.



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# What guides assessment at each stage of the process?



The unit's promotion and tenure policy.

This document travels with the file at all levels – and the FPC depends on it.

Write your reports and letters with this in mind.



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# What if someone has a joint appointment?

Find out if there was an MOU at the time of hire. If so, and it includes instructions about the tenure review, follow them.

If there was no MOU, address the conditions of the joint appointment in your letter

- Specific duties & responsibilities
- Balance of work between units

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**If there has been a P&T policy change during the review period, can faculty members choose which policy they want applied to their case?**

Yes – they may select between the unit policy at the time of hire, and the current approved unit policy.

- You are responsible for bringing this choice to the faculty member's attention.

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# How is the period of review determined?

Need to very clearly communicate the review period in the file, and to reviewers.

### ACADEMIC PERSONNEL

#### TTF Promotion & Tenure

[Expedited Tenure](#)

[P&T File Elements](#)

[P&T File Review Process](#)

[Preparing P&T Files](#)

[Tenure Clock Considerations](#)

[TTF Evaluation](#)

## Tenure Clock Considerations

### Probationary Period

The University of Oregon has established a six-year pre-tenure (probationary) period, with one major ("midterm") review required prior to the actual review for tenure. Successful midterm review results in a contract that establishes the date by which a final tenure decision is required. For faculty hired without credit for prior service, the midterm review generally occurs during the third year of employment, and the final tenure decision is required by the conclusion of the sixth year of employment.

[Read more about third-year/midterm review](#)

## Questions?



# See CBA Article 20, Section 24

**Section 24. Credit for Prior Service.** When credit for prior service is agreed upon, the terms of hire will state the number of years of credit granted, the earliest date for tenure consideration, and the required date for tenure consideration. Scholarship, research, creative activity, and teaching completed by the bargaining unit faculty member during the period of prior service will receive full consideration during the promotion and tenure process if the bargaining unit member elects the earliest date for tenure review. Should a bargaining unit member who received credit for prior service at the time of hire choose to delay the review for the full six years of full-time appointment at the University of Oregon, teaching, scholarship, research, and creative activity completed prior to arrival at the university will be of secondary consideration during the promotion and tenure process. Should the bargaining unit faculty member choose to use some, but not all of the credit for prior service, the focus of the review of teaching, scholarship, research, and creative activity will adjust appropriately so that, for example, four years of full-time appointment at the University would mean that at most two years of prior service will receive full consideration.



# Also, CBA Article 20, Section 28

**Section 28. Stopping of the “Tenure Review Clock.”** The “tenure review clock” may be stopped in the following circumstances, at the bargaining unit faculty member’s discretion. The bargaining unit faculty member must decide whether to opt to stop the tenure review clock at the start of the leave or absence, or the tenure review clock will not be stopped during the leave or absence. The bargaining unit faculty member, however, may later opt to restore the period when the clock was stopped and may apply for tenure review at the time the bargaining unit faculty member would have become eligible without the stopping of the clock.

The tenure review clock may be stopped: (1) for one year upon the birth or adoption of a child; (2) for up to two years for approved leaves of absence without pay lasting two or more terms; or (3) in other extraordinary circumstances as approved by the Provost or designee.



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# External Reviewers





# Describe best practices for producing the list of potential external reviewers.



Discussion at your table for 1 minute.

How do you ensure that the majority are independently selected by committee?



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# Who can communicate with external reviewers?



Heads – only.

Do you have to use the **templates** for correspondence with reviewer?

Yes. Use of the templates is **required**.



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## ACADEMIC PERSONNEL

[TTF Promotion & Tenure](#)
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## External Letters of Evaluation

The unit head is the individual responsible for identifying and recruiting external reviewers to write letters of evaluation during the spring and summer terms of the year preceding the year that the review will be conducted. A minimum of five external letters are required for each case, making it advisable to arrange for at least six or seven.

The unit must compile a list of possible external reviewers. The candidate may also provide a list, which should be compiled without knowledge of the unit's list. If the candidate suggests a reviewer who also appears on the unit's list, that reviewer may be considered an independent unit selection rather than one proposed by the candidate.

There is no obligation to include reviewers suggested by the candidate, but it is advisable to do so unless the candidate has provided only names of individuals who appear to be inappropriate.

## Resources

## Scroll down the page...

- [Sample inquiry regarding availability to serve as external reviewer](#)
- [Sample letter upon agreement to provide the requested evaluation](#)
- [Sample paragraph waiving access to the external letters](#)
- [Sample paragraph for retaining access to the external letters](#)
- [Sample paragraph for retaining partial access to the external letters](#)
- [Sample paragraph for candidates who have taken leave\(s\) of absence](#)
- [Sample paragraph for candidates who are using credit for prior service](#)
- [Sample thank you letter upon receipt of letter of evaluation](#)

# Name the types of relationships that would disqualify a reviewer.

Note: A minimum of five external letters is required for each case, making it advisable to arrange for at least six or seven. Maintain a clear majority of reviewers

- with no more than a professional knowledge of or relationship to the candidate, and
- that were not suggested by the candidate.

## **Do not include:**

- Dissertation supervisor
- Co-author in last 5 years
- Collaborator in last 5 years
- Close friends



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# The Tenure File



# Confidential sharing of documents is imperative.



What tool allows you to share documents confidentially?

OneDrive.



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# What are the waiver options?



Candidate's letter of waiver or non-waiver

- [Sample Full Waiver Letter](#) [Word]
- [Sample Non-waiver Letter](#) [Word]
- [Sample Partial Waiver Letter](#) [Word]

How should the options be conveyed to junior faculty?



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# CBA Article 20, Section 27




**Section 27. Waiver of Access to Materials.** Bargaining unit members have the right whether to waive in advance in writing their access to see any or all of the evaluative materials (see Article 8, Personnel Files). The choice by the bargaining unit faculty member to waive or not waive access to evaluative materials shall not be considered during the evaluation process. Such waivers, however, shall not preclude the use of redacted versions of these documents in a denial review process. The redacted versions are intended to protect the identity of the reviewer.



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# What is the purpose of the head's letter?



To provide an administrative review

- Describe the review process and details of appointment
- Report on the committee discussion, including any important disciplinary/professional context (such as field fractures)
- Report on the faculty discussion and vote

To provide an independent evaluation



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# How much does the head's letter need to restate what is included in the external letters and committee report?

- Do what is necessary.
- Be brief.
- Do not cut and paste from other documents.



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# What documentation is required regarding the faculty vote?



- Paper signed ballots or printed email collected by staff member. These are kept in the unit.
- Report the number in the Voting Summary (found in digital dossier template)

# Voting Summary

	<u>Yes</u>	<u>No</u>	<u>Abstain</u>
<u>Department Summary</u>			
Total Faculty:	_____	_____	_____
Tenured Faculty:	_____	_____	_____
 <u>College or School Committee</u>			
Total Membership:	_____	_____	_____
Tenured Faculty:	_____	_____	_____
 Dean's Committee:	_____	_____	_____

(Comments may be entered in the following area:)

# What needs to be included regarding documentation of external reviewers?

- List of everyone asked
- Even those who declined to evaluation, and why
- CV and brief bio for each reviewer, including relationship to candidate, if any

## Contents for Evaluation Letters Section

(Please provide these materials in the order indicated.)

Communications with External Reviewers (*one* example of each)

- Initial Inquiry
- Official Request to Review
- Other
  
- List of Materials Sent to Reviewers (must include candidate's personal statement and CV, P&T criteria document, and scholarship portfolio)
  
- Biographical Sketches of Reviewers (include name, title, and institution; brief comments establishing standing in field; explicit comments on any relationship with the candidate (or note "no known relationship"))
  
- External Review Letters
  
- Internal Review Letters
  
- Declinations to Review

# What should be included related to teaching loads?



- Typical unit teaching load for reference
- Candidate's teaching load and explanation if it is significantly different
- Include these in teaching section of committee report and head's letter

# How will the new teaching evaluation system impact tenure reviews in 2020-21?

- Beginning in Fall 2020, evaluators will be expected to determine whether all the teaching done during the review period meets, exceeds, or does not meet the teaching standards outlined in the MOU between UO and UA.
- There will be workshops and written guidance about this for unit heads and faculty members this year.



# Communicating with the Faculty Member(s) Under Review



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# Nuance of Discussions Regarding Tenure



Spend 1 minute at your table discussing possible pitfalls when talking to a faculty member about his/her tenure file, or his/her tenure process.

Be careful about making promises and misleading statements even if your intention is to be reassuring.



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**If the faculty requests union  
representation at a meeting related to  
their performance, what should you do?**

**Say yes.**



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**Once the unit faculty and head have completed their evaluation and submitted the tenure file to the school/college, should you share the general result of departmental votes and recommendations with the candidate?**

**Yes. This should be a consistent best practice across all units.**



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# Additional Questions?

A network diagram with nodes and connecting lines, located at the bottom of the slide.

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