

Preparing your Tenure File



Gabe Paquette, Vice Provost for Academic Affairs

Rachel Tischer, Executive Assistant, Office of the Provost

Office of the Provost

Objectives



Workshop Participants will be able to:

1. Find unit policies and tenure-related information on the OtP website.
2. Identify people who can answer their questions accurately.
3. Confidently prepare their tenure file.



Gathering your Questions










Please send your question to me directly in the chat. I'll make sure that I answer them before we start the formal Q&A at the end of the presentation.

Your Department Head and Associate/Divisional Dean are excellent resources as well.



Overview of discussion



-  Unit policies
-  What you need to prepare
-  Waiver options
-  External letters
-  Levels of review
-  New Teaching Quality Standards
-  Unanswered questions

COVID STATEMENTS

<https://provost.uoregon.edu/guidance-promotion-and-tenurereview-processes> (text below is lifted from this link)

The Office of the Provost recognizes that all tenure-line faculty, at all career stages, have been affected by COVID-related disruptions, including the closure of campus and the transition to remote instruction.

- ❖ To that end, [statements will be sent to department heads and deans](#) to be shared with their personnel committees for all reviews both this year and in AY21-22 (and beyond, if necessary) to remind them of, and urge them to be sensitive to, the context in which reviews are taking place.
- ❖ A similar statement will be sent to external reviewers beginning in the AY21-22 major review cycle. The statement to be sent to external reviewers for tenure-and-promotion reviews, but not promotion to full professor reviews. The statement explicitly describes how external reviewers should understand and evaluate the research dossier of a pre-tenure faculty member who received a one-year, COVID-related tenure clock extension. The extension cannot be treated as “extra time” in that it should not raise expectations, create a negative impression or otherwise bias the faculty member. Rather, an extension should be treated as a way to account for potential delays resulting from COVID-related obstacles to research productivity.
- ❖ Faculty members undergoing major reviews, from annual reviews for pre-tenure faculty to 6th-year post tenure reviews for full professors, should feel free to describe the impact of COVID-19 when describing their research, teaching, service, and contributions to [equity and inclusion](#) in their personal statements.



Unit policies



The unit's tenure and promotion policy guides assessment at each stage of the process



This document travels with the file at all levels – and the University Faculty Personal Committee (FPC) and the Office of the Provost (OtP) depend on it.

*Note that all unit-level policies are consistent with the CBA and have been approved by the unit, school/college, and OtP.



Office of the Provost

search this site



[Academic Personnel](#)

[Academic Policies](#)

[Operational Matters](#)

[Curricular Matters](#)

[Faculty Handbook](#)

[About Us](#)

Academic Leadership for Oregon

The Office of the Provost (OtP) is responsible for carrying out the academic mission of the University of Oregon. In doing so, the office works closely with faculty and staff to enhance academic excellence, student success, and the UO's overall academic profile.

Led by Provost Jayanth R. Banavar, OtP is a dynamic office that leads and manages a variety of initiatives, processes, and services.

[Current Initiatives](#)

[Teaching Engagement](#)

[Research & Innovation](#)

Scroll all the way to the bottom

Workshops & Events

January 29, 2019: [Preparing Your Tenure File](#)

February 6, 2019: [New Heads Monthly Series - February - Budgets 101](#)

February 7, 2019: [New Faculty Success Program - Preparing for Departmental Expectations and Faculty Reviews](#)

February 27, 2019: [Winter Unit Head Training](#)

March 6, 2019: [New Heads Monthly Series - March - Initiating the Tenure or Promotion Review Process](#)

[Additional workshops & events](#)

Announcements

January 16, 2019: [Faculty Salary Increase Reminder](#)

January 4, 2019: [Williams Council seeks 2019-20 fellows, instructional proposals](#)

January 2, 2019: [Nominations open for 2018-19 Distinguished Teaching Awards](#)

December 19, 2018: [Science Teaching Journal Club Meetings Winter 2019](#)

December 7, 2018: [Faculty Insights Project](#)

[Additional announcements](#)

QUICK LINKS

[Awards](#)

[Forms and Templates](#)

[Workshops](#)

[Unit Policies](#)

[Academic Leadership Contact List](#)

[UA Collective Bargaining Agreement](#)

RESOURCES

[Faculty](#)

[Administrators](#)

[Students](#)

[OtP Websites Archive](#)

Office of the Provost

1258 University of Oregon

Eugene , OR 97403

Office: Johnson Hall, Room 207

P: 541-346-3081 F: 541-346-2023

Contact Us

OtP@uoregon.edu

Department/Unit Policies

Office of the Provost

search this site



Academic Personnel

Academic Policies

Operational Matters

Curricular Matters

Faculty Handbook

About Us

ACADEMIC POLICIES

Department & Unit Policies

[Policy Review](#)

[Collective Bargaining Agreements](#)

Department & Unit Policies

This page provides links to department and unit policies related to internal governance, merit raises, professional responsibilities, and review and promotion. Any changes to unit policies must be approved by the Office of the Provost using the [posted process](#).

Policies will be uploaded to these pages as they are approved, with the most recent policy listed first.

For general UO policies, please see the [UO Policy Library](#).

Please contact OtP@uoregon.edu if you have any policy questions.

College of Arts and Sciences

- [African Studies](#)
- [American English Institute](#)
- [Anthropology](#)
- [Asian Studies Program](#)
- [Biology](#)
- [CAS IT](#)



Example: Department of History



History

Unit Policies:

Internal Governance

- [December 17, 2020](#)
- [August 4, 2015](#)

Merit Raises

- [June 10, 2014](#)

Professional Development

- [August 2018](#)

Summer Session

- [January 19, 2017](#)

TTF Professional Responsibilities

- [December 17, 2020](#)
- [March 10, 2017](#)

TTF Review & Promotion

- [December 17, 2020](#)
- [April 19, 2017](#)



Example: Dept. of History, con't



Approved by the Office of the Provost and Academic Affairs: April 19, 2017

Department of History Review, Promotion and Tenure Procedures and Guidelines

Revision approved by department vote, 19 January 2011; revised by department vote, 7 April 2016.

Revision approved by the Office of the Provost December 17, 2020

These guidelines outline the criteria for review, promotion and tenure in the Department of History. They provide a specific departmental context within the general university framework for promotion and tenure of faculty. The guidelines that apply to the candidate's promotion file are generally those in force at the time of hire or at the time of the most recent promotion.

I. Procedures

A. Preamble



Can you choose which policy will apply during your review?



Yes – If there has been a change in the P&T policy since you were hired, you may select between the unit policy in effect at time of hire, and the current unit policy (modified since the time of hire).

Was there an MOU at your time of hire regarding:

-  Unit-level committee composition?
-  Period of review?

What you need to prepare



Candidate Statement

CV

Scholarship Portfolio

Teaching Portfolio

Service Portfolio (as available)

Equity & Inclusion Portfolio (as available)



OtP offers quite a lot of guidance, too (!); please familiarize yourself with this material.

Office of the Provost

search this site

Academic Personnel

Academic Policies

Operational Matters

Curricular Matters

Faculty Handbook

About Us

ACADEMIC PERSONNEL

COVID-19 Impact Grants

Conflict of Interest/Conflict of Commitment

TTF Promotion & Tenure

Preparing P&T Files

P&T File Elements

External Letters of Evaluation

Waiver Statements

Materials for Evaluation of Teaching

Supplementary File

Equity & Inclusion Statement

P&T File Review Process

Tenure Clock Considerations

P&T File Elements

All promotion and tenure files must include the following elements:

P&T Criteria

All academic units with tenure-related faculty have [promotion and tenure criteria policies](#) that have been approved by their dean and the Office of the Provost.

External Evaluation Letters

External letters play a very important role in promotion and/or tenure review. Written by disciplinary and professional leaders qualified to evaluate the candidate's work, they provide independent assessments of the quality of the candidate's scholarly achievements and creative activity. A minimum of five external letters are required for each case, making it advisable to arrange for at least six or seven.

[More information about external evaluation letters](#)



Candidate's Statement



“A 3-6 page personal statement developed by the candidate evaluating his or her performance against the applicable criteria for tenure and promotion.

The personal statement should expressly address the subjects of teaching; scholarship, research, and creative activity; and service contributions to the academic department, center or institute, school or college, university, profession, and the community.

The statement should also include discussion of contributions to institutional equity and inclusion.”



Equity and Inclusion Statement

Office of the Provost

search this site



Academic Personnel

Academic Policies

Operational Matters

Curricular Matters

Faculty Handbook

About Us

ACADEMIC PERSONNEL

COVID-19 Impact Grants

Conflict of Interest/Conflict of Commitment

TTF Promotion & Tenure

Preparing P&T Files

P&T File Elements

External Letters of Evaluation

Waiver Statements

Materials for Evaluation of Teaching

Supplementary File

Equity & Inclusion Statement

P&T File Review Process

Tenure Clock Considerations

Expedited Tenure

Equity and Inclusion Statement

Tenure-track faculty and non-tenure-track faculty being evaluated for promotion and/or tenure are expected to include a discussion of contributions to institutional equity and inclusion in their personal statement.

The Division of Equity and Inclusion has [provided examples](#) for faculty seeking to draft meaningful discussions of their contributions to institutional equity and inclusion.

This statement, which need not be lengthy, is required. Candidates who do not address equity and inclusion in their personal statement will be asked to revise their statement before their files are reviewed by the Faculty Personnel Committee (TTF) or the provost (NTTF).

As in the evaluation of scholarship, teaching, and service, there is no simple metric for evaluating this contribution. Foremost in the evaluation will be an appraisal of the thoughtfulness of the candidate's discussion, the candidate's commitment to the effort, and the real or potential impact of the candidate's contributions.

While it is common for these contributions to be consistent with the candidate's job description and professional responsibilities, individual innovation, creativity, and thoughtfulness beyond those duties and



[About Us](#)[Events](#)[Office of the Vice President for Equity & Inclusion \(VPEI\)](#)[Center for Multicultural Academic Excellence \(CMAE\)](#)[Center on Diversity & Community \(CoDaC\)](#)[Multicultural Center \(MCC\)](#)[Campus & Community Engagement \(CACE\)](#)[Campus Diversity](#)

FACULTY, STAFF AND ADMINISTRATOR'S RESOURCES

[Academic Affairs Resources](#)[Equity and Inclusion in Personal Statements for Reviews of Bargaining Unit Faculty](#)[Faculty Database - Academic Research](#)[Faculty/External Mentor Program](#)[Faculty-in-Residence](#)[Fund for Active Recruitment](#)[Implicit Bias Bibliography](#)[Multicultural Resources for Faculty/Staff /Administrators](#)[Staff Professional Development Grants](#)

Equity and Inclusion in Personal Statements for Reviews of Bargaining Unit Faculty

PREFACE: The Collective Bargaining Agreement (CBA) reached between United Academics and the University includes provisions encouraging the inclusion of a discussion of the contributions to institutional equity and inclusion in the personal statement of a candidate for tenure and promotion (for tenure-track faculty) and in the personal statement of non-tenure track faculty who are being reviewed for promotion.


Articles 19 and 20 of the CBA require both tenure track and non-tenure track faculty to develop a 3-6 page personal statement documenting relevant research (or creative activity), teaching and service contributions as part of this review process. According to the CBA, the "statement should also include discussion of contributions to institutional equity and inclusion." (Article 19, Sec 11, p27 and Article 20, Sec 8, p 32).

The guidelines in the pdf linked to below, which are taken from our own work as well as from existing documents in the University of California System, offer a general framework for faculty members in describing "contributions to institutional equity and inclusion" in their personal statements.

In the future, we plan to offer additional guidance about how to measure the quality of contributions within the context of various academic processes.

[Examples of Equity and Inclusion in Personal Statements for Reviews of Bargaining Unit Faculty](#)

**Waiving (or not waiving)
access to see evaluative
materials**



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]

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.

External Reviewers



Office of the Provost



Academic Personnel

[Academic Policies](#)[Operational Matters](#)[Curricular Matters](#)[Faculty Handbook](#)[About Us](#)

ACADEMIC PERSONNEL

TTF Promotion & Tenure

[Expedited Tenure](#)

P&T File Elements

[External Letters of Evaluation](#)[Waiver Statements](#)[Teaching Evaluations](#)[Supplementary File](#)[Equity & Inclusion Statement](#)[P&T File Review Process](#)[Preparing P&T Files](#)[Tenure Clock Considerations](#)

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.

What types of relationships would disqualify a reviewer?



Candidates may suggest names of potential external reviewers. Please keep in mind that a majority of reviewers must:

- 1) have no more than a professional knowledge of or relationship to the candidate, and
- 2) be selected independently and not by the candidate.
- 3) The majority of reviewers must be selected by the department, not the faculty member under consideration for tenure
- 4) If there is overlap, that external reviewer counts as a department selection.

Do not include:

- Dissertation supervisor or any member of terminal degree committee
- Co-author (or co-editor) during the review period
- Collaborator during the review period
- Former departmental colleague (or graduate school colleague)
- Close friends



COVID statements sent to external reviewers:

<https://provost.uoregon.edu/covid-19-committee-statements-20-2121-22>

Leaves & Retirement

Academic Leadership Hiring

Statutory Faculty

Revising UO's Teaching Evaluations

Statement for promotion-and-tenure reviews (to be sent to external reviewers beginning in the AY21-22 cycle and department- and school-/college-level personnel committees in the AY21-22 cycle)

The UO recognizes that faculty research may have been interrupted, interfered with, and/or impeded during the ongoing COVID pandemic. The results of the "Survey on Faculty Research and Creative Practice" (August 2020) is available [here](#). Productivity may have been negatively impacted by illness, stress, or unanticipated caregiving responsibilities. Research suggests that faculty of color and female faculty may have been disproportionately affected.

The impact may have been compounded and exacerbated by unforeseen professional challenges. Research plans have been upended; labs, libraries, field sites have been closed; conferences and professional association meetings have been cancelled or postponed; and the review processes of journals and university presses have been delayed significantly. Furthermore, the transition to remote teaching has disrupted already developed research schedules and plans while the mentorship of students affected by converging public health, economic, and social crises has been emotionally demanding.

Recognizing these facts, the Office of the Provost has [permitted faculty to request a one-year tenure clock extension](#). The evaluation of research productivity of a faculty member who received a COVID-related extension assumes the faculty member has been in probationary status for the normal pre-tenure period of five years. Therefore, an extension should not be treated as "extra time" in that it should not raise promotion-and-tenure expectations. Rather, an extension should be understood as a way to account for potential delays resulting from COVID-related obstacles to research productivity.

FOR EXTERNAL REVIEWERS: Furthermore, the Office of the Provost has encouraged faculty members undergoing tenure-and-promotion review to describe the impact of COVID-19 in their research, teaching, service, and equity statements. The Office of the Provost requests that external reviewers evaluating dossiers remain cognizant of, and sensitive to, COVID-related disruptions.

FOR UO COMMITTEES: Furthermore, the Office of the Provost has encouraged faculty members undergoing tenure-and-promotion reviews to describe the impact of COVID-19 in their research, teaching, service, and equity statements.



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



Unit

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

School or College

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

University

(faculty personnel committee - FPC)

Provost




Who makes the decision about tenure?



Ultimately, the Provost makes the decision.

All other levels of the process are advisory.





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

Yes! We encourage this best practice across all units. (The CBA requires deans to share their evaluations with candidates.)



New Teaching Quality Standards



Guidance for Personnel Committees and Department Heads

Office of the Provost

search this site



Academic Personnel

Academic Policies

Operational Matters

Curricular Matters

Faculty Handbook

About Us

ACADEMIC PERSONNEL

COVID-19 Impact Grants

Conflict of Interest/Conflict of
Commitment

TTF Promotion & Tenure

Preparing P&T Files

P&T File Elements

External Letters of Evaluation

Waiver Statements

Materials for Evaluation of Teaching

Supplementary File

Equity & Inclusion Statement

P&T File Review Process

Tenure Clock Considerations

Materials for Evaluation of Teaching

Since 2016, the Office of the Provost, the University Senate and United Academics have been working together to critique and revise all aspects of teaching evaluation. For more information, please see [Revising UO's Teaching Evaluations](#).

Teaching quality will be evaluated by unit heads and personnel committees according to the [2019 Memorandum of Understanding](#) between the University and United Academics, as well as the [related 2020 amendment](#). Teaching will meet expectations when it is professional, inclusive, engaged and research-informed, as described in the 2019 MOU. The numerical scores provided from student Course Evaluations or Student Experience Surveys [cannot be used as the sole standard](#) for assessing teaching quality. Instead, evaluators will consider insights from peers and the faculty themselves, in addition to student comments and other materials provided in the candidate statement or teaching portfolio.

Personnel committees and unit heads are invited to use [this optional template](#) for the Evaluation of Teaching section of their tenure or promotion letters.



Teaching Quality

Define

Professional
Inclusive
Engaged
Research-Informed

Develop



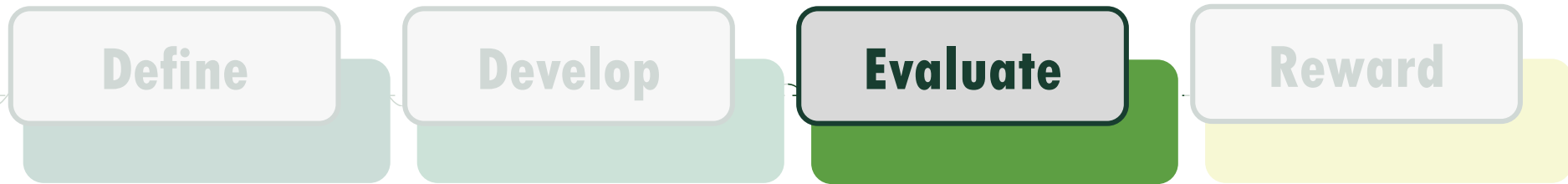
Evaluate

CIET
Continuous
Improvement and
Evaluation of
Teaching

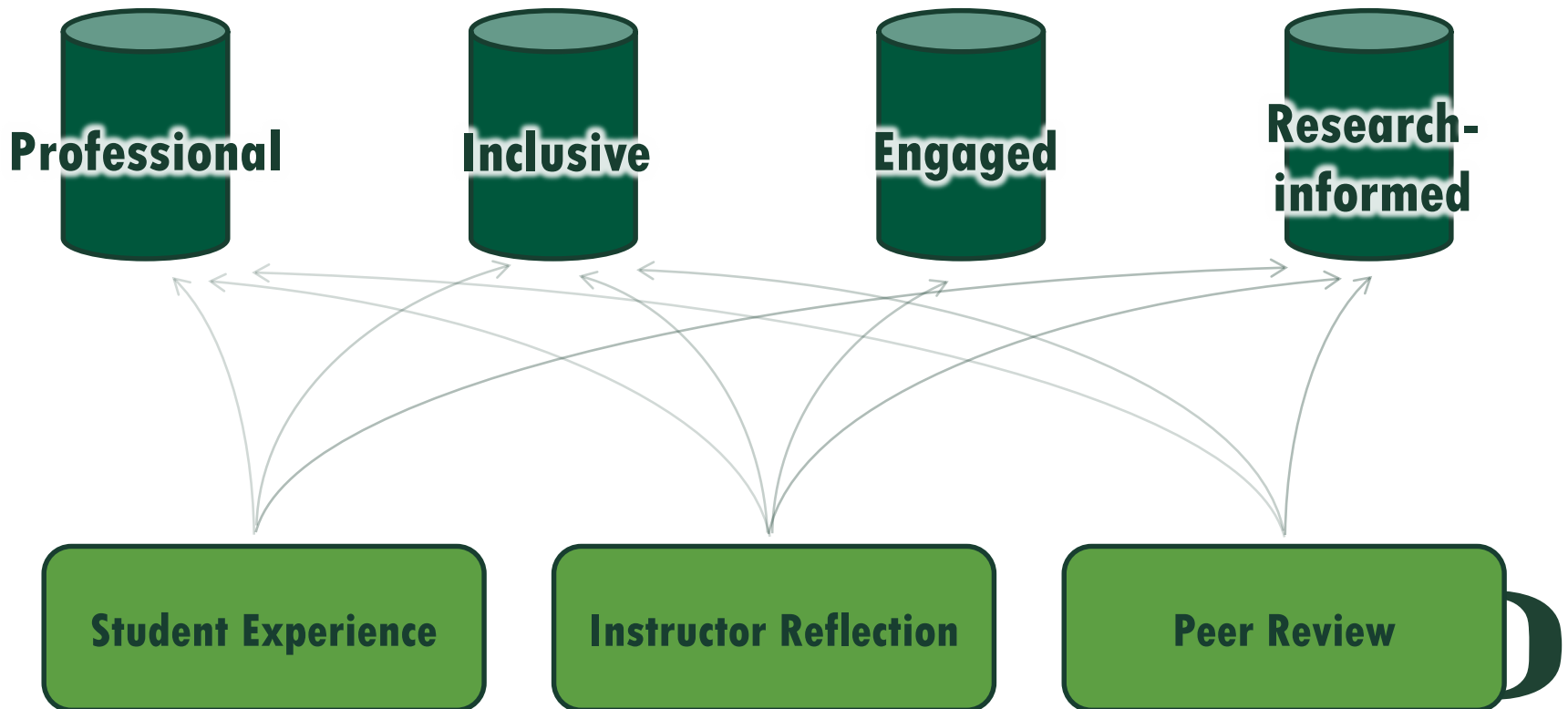
Reward



Teaching Quality



Continuous Improvement and Evaluation of Teaching



Importance of Peer Review of Teaching

Frequency of Peer Review for Assistant Professors:

One peer review before the mid-term review, and one during each of the three years preceding the faculty member's tenure review.

*During the COVID-19 crisis, UO FPC and OtP have accepted 2 peer reviews in the period following the mid-term review:

<https://provost.uoregon.edu/guidance-promotion-and-tenurereview-processes>

Additional Questions?



Feel free to contact Gabe with additional questions. Your Department Head and Associate Dean are also excellent sources of information and guidance.

