

New Unit Head Series:

Unit Heads Role in the Tenure Review Process

Office of the Provost

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via Zoom

Welcome & Introductions

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Goal:

Empower unit heads to understand how the promotion & tenure process works, including timelines, best practices, and common mistakes.



Objectives

Participants will be able to...

1. Provide guidance to pre-tenure faculty preparing for a 2021-22 decision year.
2. Prepare the head's letter for a tenure file.
3. Avoid common missteps in the tenure process.



Breakout room discussion

1. Name, unit, role, new or continuing in role.
2. Assign one person to write down your answers to the prompt below – they will add to chat once we are back together in the main zoom room.
3. You will share one problem that you have heard about that has occurred during the tenure review process.



Overview of Discussion

- Brief overview of process
- External reviewers
- The Promotion-and-Tenure file
- Communicating with the faculty member(s)
under review



Overview of Process

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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?

Ultimately, the decision is made by the Provost



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 your unit level policy in mind.



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 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



If there has been a P&T policy change during the review period, can a faculty member 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.



How is the period of review determined?

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

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TTF Promotion & Tenure

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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.



One-Year Tenure Clock Extension Related to the COVID-19 Pandemic

Faculty should forward requests to their department or unit head and dean's office so that the new date will be recorded in Banner.

January 1, 2021 is the faculty due date to request an extension.

Faculty who elect to keep their existing tenure decision date may also do so.



COVID-19 Tenure Clock Extension

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Administrators Student One Stop

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Coronavirus Tenure Clock Extension FAQ

I am scheduled for tenure review next year, have already submitted my tenure review materials, or am planning to submit my materials soon. What should I do?

The only thing you must do is decide whether to request the extension by May 1, 2020. If so, please notify your department or unit head and dean's office by May 1, 2020. If not, you don't need to do anything. We anticipate that the vast majority of tenure reviews scheduled for next year will move forward because almost the entire review period for these reviews preceded the COVID-19 pandemic, but the decision is up to you. No faculty member is required to opt into the extension.

The deadline for submission of my tenure review materials is in spring 2021. When do I need to decide if I want to opt into this tenure clock extension?

Regardless of your deadline to submit review materials, if your tenure review is scheduled beyond 2020-21, you need to decide by January 1, 2021.

I am scheduled for tenure review two or more years in the future. When do I need to



External Reviewers



Breakout discussion

4 minutes

Prompt:

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

For example, how do you ensure that the majority are independently selected by committee?



Who can communicate with external reviewers?

Only Department Heads.

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

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





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Waiver Statements

Materials for Evaluation of

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 is required for each case, making it advisable to arrange for at least six or seven. We suggest that unit head use the "External Evaluator Selection Worksheet" (template at the bottom of this page) in the course of selecting and recruiting external reviewers. The Office of the Provost does not require that this checklist be included in P&T dossiers, but it is recommended as a method to assist unit heads in doing this extremely important work.

The unit must compile a list of possible external reviewers. The candidate may also

Resources

Scroll Down to bottom of page



- [External evaluator selection worksheet](#)
- [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](#)

Relationships that would disqualify a reviewer.

A minimum of 5 external letters is required for each case. Therefore, arrange for at least 6 or 7.

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 advisory or member of doctoral committee
- Former departmental colleague
- Research collaborator within review period
- Co-author within the review period
- Close friends
- Anyone who is unable to provide unbiased evaluation, or is uncomfortable playing the role of an evaluator



What needs to be included regarding documentation of external reviewers?

- List of everyone asked, and when (keep all correspondence).
- Even those who declined, and why (if they provided a reason).
- Brief bio for each reviewer is required, including their relationship to candidate, if any.
- Any CVs for reviewers collected are included in Supplementary File Template.



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

The Tenure File

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Confidential sharing of documents is imperative.

What tool allows you to share documents confidentially?

OneDrive.



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 pre-tenure faculty?



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.



Elements

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External Letters of Evaluation

Waiver Statements

Materials for Evaluation of Teaching

Supplementary File

Equity & Inclusion Statement

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TTF Evaluation

Career Faculty Promotion

Career Faculty Evaluation

Appointments

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](#)

Vitae

A comprehensive and current curriculum vitae that includes the candidate's current research, scholarly and creative activities and accomplishments, including publications, appointments, presentations, and similar activities. The CV must distinguish between peer-reviewed and non-peer reviewed work.

Candidate's Statement



Equity and Inclusion Statement

Tenure-track and career 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.

Resources/Details:

<https://provost.uoregon.edu/equity-and-inclusion-statement>

<https://inclusion.uoregon.edu/content/equity-and-inclusion-personal-statements-reviews-bargaining-unit-faculty>



DEI Resources for Statement, including Examples

DIVISION OF Equity and Inclusion

search this site



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[Center for Multicultural Academic Excellence \(CMAE\)](#)

[Center on Diversity & Community \(CoDaC\)](#)

[Multicultural Center \(MCC\)](#)

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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](#)

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



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School or College Review

University-level FPC Review

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Department Review

The internal review of a promotion and/or tenure file begins after a complete set of external evaluations has been obtained. Unit-shared governance policies establish eligibility to review promotion and/or tenure files and/or vote on cases involving promotion and/or tenure. Carry out the department-level review in accord with that policy.

Typically, department-level review consists of three steps:

1. [Department committee review and recommendation](#)
2. [Department review and recommendation](#)
3. [Department head review and recommendation](#)

Following completion of the department head's report and a thorough review of the dossier and all supplementary files to ensure all required documents are provided and in the correct locations, the dossier and any supplementary files are forwarded to the dean's office.



What is the purpose of the head's letter?

1. To provide an **administrative review**

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

2. To provide an **independent evaluation**



There is a lot of detailed guidance for heads on the OtP website!

Department Head Review and Recommendation

The department head must prepare an independent report and recommendation. This report should consist of two parts: 1) an administrative summary of the department's handling of and position on the case, and 2) the department head's independent evaluation of the case.

Administrative Summary

If the department committee report does not do so, the department head should provide:

- A brief explanation of the unit's review process and any special considerations involved with the review
- Clarification of any special conditions of the appointment or special duties and obligations for which the candidate's performance is to be evaluated
- An explanation of who in the unit was eligible to vote on the candidate
- A summary of any formal faculty discussion preceding the official vote
- An explanation for any abstentions or reasons why some faculty may not have participated in the review and voting process (e.g. spouse, sabbatical leave, etc.)
- Votes at the department level on tenure cases must be by signed and secret ballot, with only the tally revealed to the voting faculty and recorded on the Voting Summary.

Department Head's Evaluation

The department head should include his or her independent evaluation and recommendation including analyses of scholarship, teaching, service, and contributions to institutional equity and inclusion. The department head should objectively and honestly discuss the strengths and weaknesses of the candidate. The review should include analysis, not advocacy.

This review should be independent of the department committee, and the department head's



Head's letter: Evaluation of teaching portion

Email sent Sept. 23 – any follow-up questions?

Q: Have the promotion and tenure dossier PDF templates been updated lately?

Q: What should be included in the tenure or promotion files for committees who are evaluating teaching in files as soon as this fall?

Q: How should personnel committees and department heads be evaluating teaching beginning this fall?

Q: Are templates available to help personnel committees or unit heads ensure they include the necessary information in their evaluation of teaching for promotion or tenure of tenure-related or career faculty?

Q: How should we navigate the COVID-19 pause on Student Experiences Surveys and Instructor Reflections Spring 2020 and what is going to happen this fall?



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.
- Trust that all documents in file are carefully read at all levels of review.



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:)

Communicating with the Faculty Member Under Review



Nuance of Discussions Regarding Tenure

Discussions should focus on
process/procedure/timing.

Avoid making promises and misleading
statements even if your intention is to be
reassuring/helpful/encouraging/collegial.



If the faculty requests union representation at a meeting related to tenure (or any aspect of their performance), what should you do?

Say yes.

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 the unit's recommendations with the candidate?

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

Additional Questions?

