



Tenure and Promotion: The Review Process from the University-level Perspective

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Policies and Resources

- The *Faculty Handbook*, especially “Tenure” module

<https://faculty.northeastern.edu/handbook/appointments-promotion-and-tenure/tenure/>

The *Model Tenure and Promotion Dossier*, 2018 edition

https://provost.northeastern.edu/app/uploads/Model-Tenure-Dossier-2018_-Updated-July-31-2018.pdf

- College- and department-specific guidelines
- Your mentor, chair, and college dean’s office



The Review Process in Outline: Who, What, When

- College notifies candidates eligible for tenure consideration; candidates confirm intention in spring of AY preceding review
- Selection of external reviewers/materials sent (spring-summer)
- Candidate compiles all dossier materials (due October 1)
- Unit adds external letters, chair's letter to dossier; unit reviews and votes, adds report to dossier (fall—deadlines vary by college)



The Review Process in Outline: Who, What, When

- College committee review, vote, and report (fall-January)
- Dean's recommendation (due with dossier to Provost by Feb. 15)
- Recommendation of the Provost (May 1)
- Board of Trustees votes positive tenure recommendations (June)



Selection of External Reviewers

- The units will obtain 6-8 external letters of review.
- All letters are to be arm's length in terms of prior involvement with the candidate. All external reviewers need to be high quality scholars at appropriate rank, from aspirant institutions.
- **Arm's length** is someone without a personal vested interest in the outcome of the case. That excludes former mentors and close or recent collaborators, as well as more personal relationships. Judgment must be used on both sides and reviewers (as well as those who suggest them) need to be bound by honor to disclose past and present relationships.



External Reviewers cont'd

- The tenure & promotion committee, with appropriate consultation with the dean, makes the final selection of reviewers.
- The candidate may submit names for consideration for inclusion on the review list.
- The candidate may also provide the names of up to three individuals whom the candidate would prefer not to be reviewers along with an explanation for this preference.



External Reviewers cont'd

- The candidate should not contact the referees whose names she or he has submitted prior to or during the tenure review process regarding the tenure case.



Early Tenure Consideration: Who, What, When

- Addressed by tenure module of *Handbook* at section F
- Candidate must request early consideration to unit head by March 1; Tenured faculty of unit determine whether early consideration proceeds; Unit's consent to early consideration does not bind unit to positive vote
- Candidate compiles all dossier materials (due October 1)
- If the college dean, on review of the dossier, does not support tenure, early consideration terminates; candidate is reviewed at normal time
- Reports and recommendations from early tenure consideration are *not* incorporated into any subsequent review



Procedural Reminders

- Dossier length and table of contents
 - The total length of the dossier, including the external letters and unit and college recommendations, should not exceed 100 pages.
 - **“Please be advised that dossiers that do not follow the Model Tenure Dossier’s format and the order of the Dossier Checklist WILL NOT be considered for review by the Provost.”** (*Model Tenure and Promotion Dossier 2018*)



Dossier Materials Added by Unit and College

- A. Faculty Summary Sheet (Model C in *Model Tenure Dossier*)** – prepared by the Dean’s Office

- B. Recommendations** – added by unit chair, departmental review committee (where applicable), college committee, and college Dean

- C. External Reviews** – added by department review committee



Dossier Materials Prepared by Candidate

D. Candidate's Comprehensive Dossier Curriculum Vitae

E. Candidate's Statements and Supporting Evidence

– Teaching Statement (2 pages)

- TRACE Summary Table
- Sample syllabus
- Teaching materials

– Research Statement (3 pages)

- 1 publication

– Service Statement (1 page)

- Example of service

F. Performance Reviews

- Annual reviews of progress towards tenure
- Merit reviews
- Third-year review

G. Comprehensive list of Supporting Materials



D + E + F + G → Should equal no more than 60-70 pages

Entire dossier: 100 page limit



Let's do the math

- Evaluation by Unit/Chair/College/Dean

4 evaluations x 3 pages/letter = 12 pages

- External Reviewer letters

8 reviews x 3 pages/letter = 24 pages

- Bios of External Reviewers

8 reviewer bios = 3 pages

$$12 + 24 + 3 = 39$$

$$100 - 39 = 61 \text{ pages for faculty}$$



Diversity, Equity and Inclusion

- The Model Tenure Dossier document, revised in July 2018, includes new language about including activities related to diversity, equity and inclusion into your statements.
- This is optional; not having it does NOT hurt your tenure case.
- Definitions and examples of such activities are included in the document.



APPENDICES

- Appendix A: Teaching Supporting Documents
- Appendix B: Research/Scholarship/Creative Activity
- Appendix C: Service and Professional Development Activities
- NOTE: NO PAGE LIMIT ON APPENDICES (but be reasonable)



FAQs for mentors / departments / colleges

- Where do I put ambiguous items (e.g., “is this teaching or service”)?
- When must I submit names of possible referees to the department?
- When must I provide the materials that will go out to the referees?
- What materials are appropriate for the package sent to external referees?
- How do I represent research/scholarship/creative work currently under review or in preparation?
- Could I see the dossier materials submitted by a recently tenured candidate?



Procedural Reminders

- 2009 Faculty Senate resolutions modified tenure review process
 - Each level of review required to attest that procedures have been followed before transmitting dossier to next level of review
 - Candidates retain right to respond in writing to recommendations, but review committees may not alter their votes and report following candidate's response
 - If requested by next level of review, review committees may add to their prior report a statement addressing candidate's response
 - See *Handbook* at <https://faculty.northeastern.edu/handbook/appointments-promotion-and-tenure/tenure/>



Review of Jointly Appointed Faculty

- Module of *Faculty Handbook* specific to tenure and promotion of jointly appointed faculty
 - Really important for interdisciplinary faculty members to closely read this module of the Faculty Handbook
 - Representative of secondary unit(s) of appointment serves on promotion committee **with full rights and responsibilities**
 - Both primary and secondary unit deans contribute independent evaluations of the candidate (for cross-college joint appointments)
 - If faculty member serves in units with chairs or equivalent unit heads, secondary unit head contributes to the primary unit chair's evaluation letter
- See <https://faculty.northeastern.edu/handbook/>



Interfolio

- Starting in 2018, we began utilizing a new software system for tenure review.
- This system, called *Interfolio*, is used for tenure and promotion.
- System for uploading as well as reviewing.
- Associate Deans and college key contacts can help answer questions regarding *Interfolio*.
- Accessed through *myNortheastern*.
- Training in March 2019 – Stay tuned.



Interfolio Candidate Experience

Packet Requirements

Create packet sections for materials you would like to receive from a candidate. Each section can contain a due date, a description, and requirements for particular materials (e.g., CV, teaching statement, syllabi).

+ Add Section

▼ **Candidate Documents** **+ Add Requirement**

Documents

Candidate's Comprehensive Dossier Curriculum Vitae 1 required

For a complete description, refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Teaching Statement and Supporting Evidence 4 required

There are four documents required in the Teaching Statement and Supporting Evidence section of your dossier. For a complete description, refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

- A statement of your teaching philosophy
- TRACE Summary Sheet (use Model D from the Model Tenure Dossier)
- Sample course syllabus
- Class materials from the same course syllabus provided

Statement on Research/Scholarship/Creative Activity 2 required

There are two documents required in the Statement on Research/Scholarship/Creative Activity section of your dossier. For a complete description, refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

- A statement of your research/scholarship/creative activity
- One sample publication (or equivalent evidence in your discipline) representative of your work

Statement on Service 2 required

There are two documents required in the Statement on Service section of your dossier. For a complete description, refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

- A statement of your service

Creating a Template

- 1 Template Information
- 2 Candidate Requirements**
- 3 Internal Case Sections
- 4 Case Review Steps
- 5 Template Summary



Interfolio Candidate Experience

Performance Reviews

6+ required 

Include all previous performance reviews (annual reviews, merit reviews and the mid-course review). There is no page limit in this section. For a complete description refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Comprehensive List of Contents for Appendices A, B, and C

1 required 

This section provides readers of your dossier with a full table of contents for all the supporting materials included in your appendices. Please organize and list your supplemental materials in a way that will enable readers of your dossier to locate supplemental items efficiently. For a complete description of the Tenure Dossier, refer to the Model tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Appendix A - Teaching: Supporting Materials

1 required 

Appendix A-Teaching Supporting Materials are required and there are no page limits. Include all additional evidence and supporting materials you wish to present regarding your accomplishments in teaching. Full reports of TRACE evaluations must be included for all sections of all courses taught. A single PDF can be uploaded which includes all documents. For complete description of the Comprehensive list of Supporting Materials and Appendices refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Appendix B - Research/Scholarship/Creative Activity: Supporting Materials

1 required 

Appendix B - Research/Scholarship/Creative Activity Supporting Materials are required and there are no page limits. Publications, creative works, final reports for grants, grant summaries, and other evidence of research, scholarship and creative activity should be included in this section. A single PDF can be uploaded which includes all documents. For complete description of the Comprehensive list of Supporting Materials and Appendices refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Appendix C - Service and Professional Development Activities: Supporting Materials

1 required 

Appendix C-Service Supporting Materials are required and there are no page limits. Materials that support substantive internal and external service activities should be included here. A single PDF can be uploaded which includes all documents. For complete description of the Comprehensive list of Supporting Materials and Appendices refer to the Model Tenure Dossier <https://provost.northeastern.edu/app/uploads/ModelTenureDossier.pdf>

Creating a Template

- 1 Template Information
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- 3 Internal Case Sections
- 4 Case Review Steps
- 5 Template Summary



Final Thoughts

- The tenure process is arduous
- Ask for help and support from your chair, mentor, and associate dean
- You've worked hard to get here – you're at the home stretch!





Questions?