



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

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Policies and Resources

- The *Faculty Handbook*, especially “Tenure” module
<http://www.northeastern.edu/facultyhandbook/pdfs/tenure.pdf>
- The *Model Tenure and Promotion Dossier*, 2017 edition
<http://www.northeastern.edu/provost/faculty/documents/ModelTenureDossier.pdf>
--includes URL for Faculty Handbook module on review of jointly appointed faculty members:
<http://www.northeastern.edu/facultyhandbook/pdfs/tenure-promotion-joint-appointments.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)
- College committee review, vote, and report (fall-January)
- Dean's recommendation (due with dossier to Provost by Feb. 15)
- Recommendation of the Provost (April-May in most cases)
- Board of Trustees votes positive tenure recommendations (May-June)



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



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.
- **Arm's length** is someone without a personal vested interest in the outcome of the case. That typically 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. Communication regarding research or professional collaborations is acceptable.



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.**
Candidates should consult with their chairs and/or deans with respect to the following the requirements for the length of their submissions.
 - **“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 2016*)



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

*Note: Sections A-G of the dossier must be submitted to the Provost’s Office **electronically** in pdf format (see pp. 6-7 in the Model Tenure Dossier for guidance on formatting). Supplemental materials in the dossier’s appendices may be submitted to the Provost’s Office **either electronically or in hardcopy**. Please consult with your dean’s office for any college-specific requirements with respect to supplemental materials and/or acceptance of non-electronic materials at the college level.*



Dossier Materials Prepared by Candidate

D. Candidate's Comprehensive Dossier Curriculum Vitae

E. Candidate's Statements and Supporting Evidence

- Teaching (including TRACE Summary Sheets with comparison means)
- Research and Scholarship
- 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 Reviews

8 reviews x 3 pages/letter = 24 pages

- Bios of External Reviewers

8 reviewer bios = 3 pages

$$12 + 24 + 3 = 39$$

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



****NEW****

- The Model Tenure Dossier document, revised in February 2017, has 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 <http://www.northeastern.edu/facultyhandbook/pdfs/tenure.pdf>



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 <http://www.northeastern.edu/facultyhandbook/>



Final Thoughts

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



Questions?