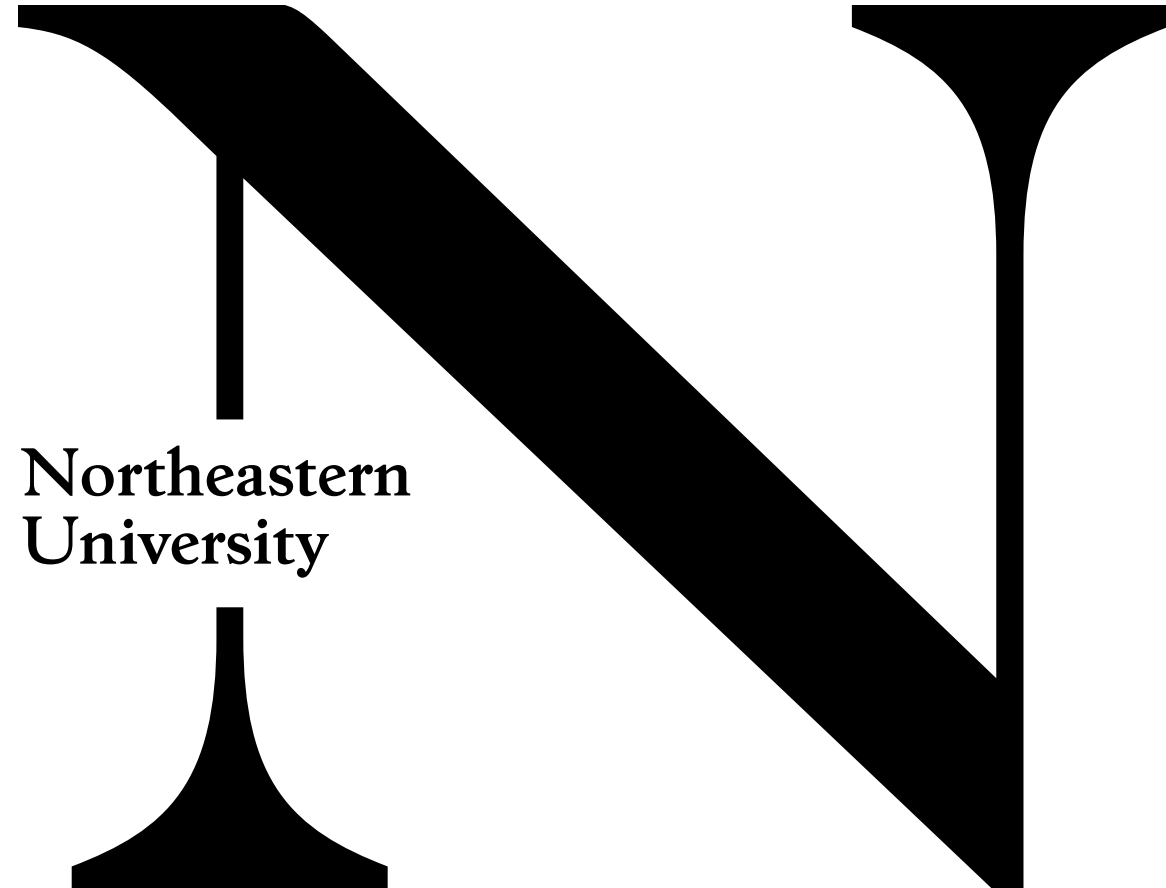


Tenure and Promotion: The Review Process from the University-Level Perspective

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Today's Workshop

- Review of the tenure process
- Identification and selection process of external reviewers
- Discuss early tenure consideration
- Review dossier materials and requirements



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*, 2023 edition
 - https://provost.northeastern.edu/app/uploads/7-1-2023_Model-TP-Dossier.pdf
- College- and department-specific guidelines
- Your mentor, chair, and college dean’s office



COVID-19 Tenure Extension Requests

<https://provost.northeastern.edu/covid-19-tenure-extension-requests/>

- “In light of the coronavirus crisis and likely impact to teaching, research, and service, the Office of the Provost has amended the tenure clock extension policy to be applicable to all tenure-track faculty who were hired before July 1, 2020.
- A candidate may request to extend their tenure clock by one year any time before July 1 of the year when dossier is due (e.g., if the dossier is due October 1, 2024, the candidate may request an extension any time before July 1, 2024).
- The candidate’s request, with rationale, should be sent via email to Deb Franko, Senior Vice Provost for Academic Affairs, with a copy to the candidate’s unit head and dean. All submitted requests will be approved.”



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 semester until January)
- Dean's recommendation (due with dossier to Provost by February 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.

Selection of Collaborators

1. The candidate should submit to the tenure and/or promotion committee the names of up to three (3) collaborators, who will be asked to provide a letter.
2. Collaborators are defined as any individual from outside the university, with whom the faculty member has worked in a professional capacity. This may include collaborators in research, scholarship, creative activity, service, or leadership.
3. The units will make a reasonable effort to obtain collaborator letters by sending out solicitation letters to the names provided by the faculty candidate

NOTE: All letters solicited and received from collaborators must be included in the dossier.



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; the unit head in consultation with the dean determine whether early consideration proceeds
- Candidate compiles all dossier materials (due October 1)
- Denial of tenure following an early tenure review results in the issuance of a terminal year appointment for the following year



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 Dossier’s format and the order of the Dossier Checklist WILL NOT be considered for review by the Provost.”** (*Model Tenure and Promotion Dossier 2023*)



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) and Teaching Evaluation Summary Table
- Research/Scholarship/Creative Activity Statement (3 pages)
- Service Statement (1 page)

F. Performance Reviews

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

G. Comprehensive list of Supporting Materials in Appendices A,B,C





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**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 includes 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
 - Sample syllabus
 - Teaching materials
 - TRACE Evaluations
- Appendix B: Research/Scholarship/Creative Activity
 - All Publications
- Appendix C: Service and Professional Development Activities
 - Service supplemental materials
- NOTE: NO PAGE LIMIT ON APPENDICES (but be reasonable)



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 *Employee Hub*.



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
- 2 Candidate Requirements
- 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?



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**Thank you for attending today's
workshop!**

**Please complete the feedback
survey and sign in if you have not
already!**

