

# The Promotion and Tenure Process:

An Overview of Policies, Procedures, and  
Best Practices

# What we will cover

- Types and levels of personnel reviews
- The review process
- The promotion and tenure package
- P&T tips and best practices
- The vitae and personal statement

# Types and Levels of Review

- Annual Performance Review and progress towards tenure - unit, with review by dean
- Third-year Probationary Review - unit, college (positive and conditional reviews end with dean)
- Review for Tenure and Promotion - unit, college, university

# Levels of Probationary and P&T Reviews

*Faculty and Administrative Reviews at Each Level*

- Unit Personnel Committee
- Unit Director
- College Personnel Committee
- Dean
- University Promotion and Tenure Committee
- University Provost and President

# Criteria for P&T

- Unit by-laws and criteria
  - Review these documents
  - Talk to senior faculty members about informal expectations
  - Ask to see credentials of candidates recently tenured in your unit
- Your unit's peers and aspirational peers can serve as a comparison group
  - Review vitae from recently tenured colleagues at these institutions

# Promotion and Tenure Package Administrator's Responsibility

1. The Request for Academic Personnel Action form
2. Internal evaluation letters and committee recommendations  
(Dept, Chair/Director, College Committee, Dean)
3. External evaluation letters (10) & reviewers' vitae
4. A copy of the letter used to request the reviews
5. External letter grid
6. Current copy of unit and college P&T review process criteria

## Promotion and Tenure Package

### External Evaluations

#### Selection of reviewers

- 50% chosen from names you provide
- Highly respected scholars/artists

#### How to identify potential reviewers?

- Reviewers should be highly respected scholars/artists in your area from peer or aspirational peer institutions
- Network
- Ask advice of dissertation chair, co-authors, friends, your parents, but DON'T submit their names as potential reviewers

#### What can you do to help ensure high quality reviews from strong reviewers?

- Do good work
- Let potential reviewers see your work over the years (e.g., at conferences, galleries/performances)

**Provide as much information as you can about your nominees and discuss them with your chair**

## Promotion and Tenure Package (University Level Review)

### Candidate's Responsibility

1. Evidence of the quality of teaching and instruction assessed through multiple indicators (ACD 506-06)
  - A summary of student evaluations
  - Instructional materials as specified by the unit
  - Teaching philosophy and any professional development activities undertaken in relation to teaching and instruction and
  - Two products that reflect the quality of teaching and instruction, as specified in the unit policies. (Lower level reviews may require more material.)

## **Promotion and Tenure Package Candidate's Responsibility**

2. Table of Contents for the materials in candidate's submission
3. Personal statement (up to four pages)
4. Candidate's current curriculum vitae
5. A copy of up to four publications or other material reflecting the scholarly or creative endeavors of the candidate

# Promotion and Tenure Package

## Candidate's Responsibility

6. Optional: Supplemental materials providing evidence of instructional effectiveness may be submitted for up to 2 courses
7. A copy of the top page of additional publications or other material reflecting the scholarly or creative endeavors of the candidate may be submitted

**NOTE:** You may add new material (e.g., article accepted, grant funded, book contract) to your file throughout the review process, for review at all levels

## Timeline

- Spring prior to the review: work on your vitae, personal statement, and think about potential external reviewers
- Unit, College reviews completed by end of fall semester
- Final notification late in spring semester for P&T decisions (by May 12)

# How to Get Promoted and Tenured

- Establish yourself as an effective instructor and mentor
- Contribute to your field in important ways that are clearly visible
- Demonstrate that you are doing high quality work, *as judged by your peers*, and that you are making an impact

# How do you do this?

## Tips and Best Practices

### **Publish/present creative activities in outlets where your work influences others and becomes known to the field**

- Do you know the rankings of journals/competitions in your field?
- Do you know what sorts of publications (type and amount) or venues (e.g., juried, competitive commission, national gallery) are expected in your field?
- Which funding agencies/foundations are most prestigious in your field? Are certain grants expected in your discipline? What funding level?

### **Network**

- Attend conferences, get to know senior scholars
- Participate in professional organizations (think carefully about how to do this most productively)

### **Ask for teaching tips**

- Center for Teaching and Learning Excellence (alt^I)
- Senior colleagues (including peer review)

## Protect the time devoted to your scholarship/creative activities

### **Learn to say no and not feel guilty about it**

- Seek advice/support from chair, senior faculty for protecting your time, using time wisely, and learning what service you should do and what you shouldn't do at this time

### **Make unbreakable appointments with yourself to write, research, perform, etc.**

- This is a priority, don't put it off

### **Preserve times when you are at your best for the most challenging work**

- Figure out when you work most effectively on different kinds of tasks

# Getting good advice

Identify and talk with multiple mentors

- In your unit – each unit (dept or college) should have a mentoring program.
- In your field, outside of ASU

Meet regularly with your chair regarding your progress towards tenure

- Annual written review
- Regular discussions

# Knowing what is expected and how to plan

- Talk to your chair and read your unit personnel criteria
- Review vitae and personal statements of P&T

Exemplars

[http://provost.asu.edu/promotion\\_tenure/exemplars](http://provost.asu.edu/promotion_tenure/exemplars)

- Look at vitae for recently tenured colleagues in your field at aspirational peer schools—look at what they have done and where they have published/presented it
- Allow for extra time-- it always takes longer than you expect for a piece to go through the review process!!

# The Curriculum Vitae

- Clear and easy to follow
- Specify order of authorship and what is the tradition in your discipline about the meaning of order; what is your contribution to the article
- Note when co-authors are your students
- Organize so it is clear what work is peer reviewed
- If you include unfunded grant activity (this is discipline-specific), don't mix it in with funded grants
- Make sure all citations are complete

# The Personal Statement

- A narrative that explains and elaborates the items on your vitae (so don't just restate what is in your vitae)
- It is a map, a guide, that helps readers of your file see the connecting threads in your work and understand your original contributions to the field
- This is your opportunity to speak directly to your reviewers. What do you want them to know?
- Demonstrate the impact of your work (e.g., citation index, journal acceptance rate)

# The personal statement cont.

- Every personal statement is different, but they all answer the questions:
  - What have you done?
  - Why are these activities and products significant?
  - What impact have they had on your field?
  - How does your work fit into the initiatives/programs/future directions in your field?  
Of ASU?

# Recent Changes in P&T

- Adding new information to review process
  - New material should be reviewed at all levels
- External letters critical as confirmatory evidence of internal evaluation
  - Limit increased from 6 to 10
- Expansion of decision options by the President for tenure cases (lower levels of review can only recommend promote and tenure or don't promote and tenure):
  - Exemplars, tenure and promote, promote and extend clock; extend clock; deny

# Information on the web

- General information on personnel matters:
  - [http://provost.asu.edu/promotion\\_tenure](http://provost.asu.edu/promotion_tenure)
- What to submit:
  - [http://provost.asu.edu/promotion\\_tenure/guidelines\\_pt\\_faculty](http://provost.asu.edu/promotion_tenure/guidelines_pt_faculty)

**QUESTIONS?**