

Tips for Promotion and Tenure

These are recommendations from the 2016-2017 HHS P&T Committee, updated by the 2021-2022 HHS P&T Committee.

Preparing for Your Review

- Complete a detailed annual review report each year. Outline all accomplishments in teaching, research, service, and directed professional activity (if applicable).
- Meet annually with your chair to review your progress, needs for improvement, and receive feedback from tenured faculty.
- Keep copies of all teaching evaluation summaries, syllabi, your course materials (slides, workbooks, etc.), your articles, presentation abstracts, and letters from students, committee chairs, and the community that acknowledge your work and contributions.
- Annually review the school requirements for dossier preparation and documentation to be sure you're on track: <https://hhs.uncg.edu/governance-promotion-and-other-policies/>

The Dossier

- Organization is key ➤ Have a table of contents to organize your document.
 - Include a 2-page executive summary of major accomplishments at the beginning; use bullets to highlight major accomplishments, awards, publications, grants, etc. Be sure the executive summary includes a clear description of the academic profile you have selected.
 - Ensure that your CV is up to date and in an acceptable format; have separate sections for books, chapters, peer reviewed articles, presentations, grants (funded and not funded), etc. Be sure the information on your CV matches the information in Section A of the online dossier. Clearly label publications, presentations, grants, and so forth since coming to UNCG.
- A workload statement for each year (by semester) is needed at the beginning of the dossier. This statement should identify the relative weight/percentage of each portion of your workload: teaching, research and scholarship, service, and directed professional activity. If the percentages vary from year to year, this should be described and clarified.
- Research Assignments and/or course reductions need to be identified by semester.
- Continuous productivity is important; try to avoid gaps in publications and presentations. If you have a publication gap, explain them in your narrative (e.g., working on a multiyear project; time needed for community relationship building, etc.)
- When presenting your student evaluation data, be sure to include departmental student evaluation data for comparison purposes and discuss how your ratings compare to departmental means in your narrative.

- If you include citation metrics (e.g., from Google Scholar, ResearchGate, etc.), you need to educate the reviewer about the importance of these types of statistics in your field and clearly explain the meaning of the statistics. Do not assume reviewers will be familiar with such metrics.
- Clearly enumerate the number of your publications, presentations, book chapters, etc., and be sure that these numbers are consistent throughout the document.
- Organization, productivity, and evidence are important. Be concise in your presentation, but feel free to put in anything that you believe will help you construct your narrative about why you deserve promotion and/or tenure.

Chair Section of Dossier

- The relative importance and value of collaborative work in the candidate's department needs to be identified. The reader should be able to tell how important collaboration (as opposed to solitary work) is in the candidate's department.
- Candidate workload should be specified for the external reviewers, so that they know the emphasis placed on scholarship and teaching in the candidate's evaluation.
- The departmental context is very important for School-level reviews as HHS P&T Committee members are not likely to be aware of discipline- or department-specific expectations. If the department has a P&T document and the candidate meets those expectations, that is significant. The chair must explain the department context, including workload, expectations for research, the quality of the journals the candidate has published in, expectations for volume of productivity, discipline norms around senior authorship (are senior authors listed as first or last in the authorship order) and the relative importance of external funding.
- The chair letter and the departmental senior faculty review letter need to directly link departmental P&T criteria to the dossier. In other words, it should be clearly stated how the candidate does or does not meet specified criteria.
- Recognizing that this may be difficult because of variations in journals that candidates publish in, it would be helpful to the committee if the chair provides a sense of the relative strength, prestige, and impact of the various journals that the candidate has published in. This information would include the status of the journals that the candidate has published in, not a description of the status of journals in the discipline in general.
- We recommend that each Department assign a mentor to each person who will be considered for promotion and/or tenure. The mentor (and there may be other mentors for other purposes) would be responsible for assisting the candidate from the beginning of their employment at UNCG, not just during the period from when the candidate knows that they will be considered for P&T. The details of how this mentorship will be provided will vary because of natural differences in how departments would like to structure this process,

but we believe that each department would be well served by finding some systematic way to provide mentorship regarding promotion and tenure.

- We recommend that each Department have some type of structured process regarding how frequently each candidate has their teaching evaluated and a format and process for how the reviews should be conducted and presented. This information should include both student evaluations and peer evaluations of teaching.

Other

- Start preparing early so that there is enough time for your mentor and chair to review your work, help with editing, and ensure a readable dossier.
- Grants and contracts are very desirable to obtain, but it is also considered important to generate publications and/or other scholarly outputs from your work on grants and contracts.
- For decisions related to promotion to Professor, continuity of productivity over time, significance, and impact are important. Impact can be local, statewide or national. External reviews should document this and letters from local or state officials can also have a significant effect. Having documentation from external reviewers who have national and/or international reputations is important.