

Some Tips for Promotion and Tenure

These are recommendations from the HHS P&T Committee following their deliberations in 2016-2017. They are not intended to be exhaustive, but candidates may find them helpful.

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 to receive feedback from tenured faculty.
- Keep copies of all teaching evaluation summaries, syllabi, your course materials (ppt, workbooks, etc.), your articles, presentation abstracts, and letters from students, committee chairs, and the community which acknowledge your work.
- For reappointment, treat your dossier as a mini-P&T dossier.
- Annually review the school requirements for dossier preparation and documentation to be sure you're on track: <http://www.uncg.edu/hhs/hhs-faculty-docs.html>

The Dossier

- Use the HHS guidelines for promotion, tenure, and reappointment to prepare your documents
- 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 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 on-line dossier. Clearly label publications, presentations, grants, etc. 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 spelled out.
- Research leave or buyouts need to be identified by semester.
- Your academic profile needs to be stated at the beginning in clear terms consistent with HHS and departmental P&T policies and guidelines; also highlight it in the narrative.
- Continuous productivity is important; try to avoid gaps in publications and presentations. If you have a publication gap, try to have continuous presentations leading to publication. Explain gaps 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 make the comparison 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. Don't assume reviewers will be familiar with such metrics.

- Clearly enumerate the number of your publications, presentations, book chapters, etc., and be sure these numbers are consistent throughout the document.
- Review committees are looking for evidence for a positive decision; do not give them reasons for a negative vote. Organization, productivity, and evidence are important

Chair Section of Dossier

- The relative importance and value of collaborative work in the candidate's department needs to be identified.
- The relative prominence of journal quality needs to be identified.
- Candidate workload should be specified for the external reviewers. Positive external review letters are very important.
- 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 used for publication, expectations for volume of productivity, discipline norms around senior authorship (first, last?) and the relative importance of external funding.
- The chair letter (and also the departmental senior faculty review letter) needs to directly link departmental P&T criteria to the dossier, that is, make it clear how the candidate does or does not meet specified criteria.

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. Disorganization is always evident and will influence the outcome.
- Study the on-line method for dossier preparation.
- When entering information on-line, proof it for proper format and try to have materials for as many categories as possible.
- It is always important to demonstrate continuous productivity (as opposed to no publications in the early years and frantic publication in the 5th year.)
- If you have a grant, make sure you ultimately have a publication for it; money alone is not viewed as sufficient
- 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 of a national and/or international reputation is important. Committee decisions in this area often follow the department and chair recommendation but the committee also needs evidence of impact and evidence of a national reputation.
- Follow the maxim: In academia, there is no substitute for an early and continuous publication record if your goal is to achieve full professor.