UNLV
Tenure & Promotion Forum

Panelists

Diane Z. Chase
Executive Vice President & Provost

Douglas Unger
Chair, Faculty Senate

Janis McKay
Incoming Chair, Faculty Senate

Barbara Roth
Vice Provost for Faculty Affairs

David G. Schwartz
Associate Vice Provost for Faculty Affairs

Tondra De
Director of Faculty Affairs

April 17, 2019
Mid-tenure | Tenure | Promotion
All Questions Answered
Today’s discussion

1. The Purpose of Tenure
2. The Process
3. Complications
1. The Purpose of Tenure
Why tenure?

• Essential for academic freedom
• Reward for faculty excellence & an expression of confidence in continued excellence
• Use stability to take on increased responsibilities for mentoring & shared governance
# Give and take

<table>
<thead>
<tr>
<th>What you give</th>
<th>What you get</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Service</td>
<td>• Stability</td>
</tr>
<tr>
<td>• Scholarship</td>
<td>• Recognition</td>
</tr>
<tr>
<td>• Responsibilities for shared governance</td>
<td>• Prestige</td>
</tr>
</tbody>
</table>
All the documents you need

• All university-level documents are here:
  • [https://www.unlv.edu/provost/promotion-tenure](https://www.unlv.edu/provost/promotion-tenure)

• Guides for candidates & application info

• Also check for department and/or college materials that apply to you

• Make sure you understand the standards you will be evaluated under
2. The Process
Evaluations

- In 3 categories
  - Teaching, Research, Service
- Using four-point scale pre-tenure
  - Excellent, Commendable, Satisfactory, Unsatisfactory
- For tenure/promotion, need:
  - Excellent in Teaching and/or Research*
  - At least Satisfactory in the other
  - At least Satisfactory in Service

* Practice has been research only
Reviews

• Annual progress towards tenure
• Mid-tenure (in 3rd year)
• Tenure (in 6th year)
• Promotion (usually after 5+ years in rank)
Annual progress

• Per UNLV Bylaws 8.3:
  • "For tenure track faculty, the department chair shall meet with the tenured faculty and thereafter incorporate in the chair’s annual evaluation the sense of the tenured faculty on the progress of the candidate towards tenure and promotion"

• Not a substitute for mentoring/faculty development
Mid-tenure review

• Process is internal to colleges
• Does not involve campus committee or Provost
• If satisfactory, clear path to tenure (but no guarantees)
• If unsatisfactory, either remediation or non-reappointment
Tenure review

- Happens at several levels, starting with department
- Moves upward towards Provost/President
- Provost’s office oversees process, but units execute much of it
Promotion to full

• Usually after more than five years in rank
• Similar process to promotion & tenure
• Higher standards:
  • Continued teaching effectiveness
  • Significant contributions to discipline
Nontenure-track promotion

• **Research faculty**: promoted in accordance with the general guidelines for academic rank

• Same timeline as TT process

• Review by University T&P Committee
Nontenure-track promotion

- **Lecturers**: can be promoted to Senior Lecturer
- **Unit-driven, not on TT timeline, no review by University T&P Committee**
- **Faculty in Residence**: promoted in accordance with the general guidelines for academic rank
- **Unit-driven, not on TT timeline, no review by University T&P Committee**
- **Deadline for application is 3/1**
External letters

• Primarily a portfolio review—not a personal recommendation
• Guarantee of academic rigor across the field
• Check on internal processes
• Carry much weight at campus level
• Should NOT be from close friends, associates
Timeline

1. SEEK ADVICE
2. Notify chair of intent to apply
3. Provide vita and supporting materials
4. Chair solicits external review (2 from candidate’s list, 2 not)
5. Candidate submits “final” application materials to chair
Timeline

6. Department discusses, votes, provides recommendation
7. Chair writes recommendation
8. College committee discusses, votes, provides recommendation
9. Dean writes recommendation
10. Dean forwards to Provost’s office
11. Provost’s office ensures dossier is complete
Timeline

12. University TPC reviews, votes, writes recommendation, forwards to Provost (December)

13. Provost reviews, writes recommendation (January)

14. President approves Provost recommendation

15. Board of Regents approves (March)

16. New contract with new rank, salary (July 1)
Who Recommends for Tenure & Promotion?

1. Department
   Full department or committee votes, writes recommendation.

0. External Reviewers
   Four external reviewers independently write recommendations based on materials provided by chair.

2. Chair
   Writes recommendation.

3. College
   The College Committee conducts a review, votes, and provides a recommendation.

4. Dean
   Writes recommendation.

5. University
   The University Tenure & Promotion Committee reviews the previous recommendations and makes its own recommendation; if all previous recommendations are positive, it usually affirms their recommendations.

6. Provost
   The Provost makes the final recommendation to grant tenure and promotion (President approves).
The Application

• Application is generated from UNLV Folio
• System has just launched
• Use the system for your annual report and enter updates periodically
• Training is available
• Register on website: https://www.unlv.edu/provost/ofa/unlvfolio
The dossier includes...

- Completed application form
- Candidate waiver form
- Cover sheet for external referee letters
- Solicitation letters sent to external referees
- Returned external referee letters
- Past annual evaluations
- Mid-tenure evaluation
- Department/unit tenure and/or promotion committee evaluation (if applicable)
- Department chair/unit director evaluation (if applicable)
- College/school tenure and/or promotion committee evaluation
- Dean evaluation
- Department/unit standards for tenure and/or promotion (if applicable)
- College/school standards for tenure and/or promotion
Preparing the dossier

• Candidate generates the **application form**
• Much of it automatically created by running UNLV Folio “vita”
• Chair assembles rest of **dossier** for department review
• Other levels add to it
Opening statement

• First, introduce yourself to non-specialists
• Then, explain what you have done, why it matters
• Include research, teaching, (briefly) service
• Summative, not exhaustive
• Should be one page
3. Complications
Homage to Tolstoy

• Successful applicants are all alike; each unsuccessful applicant is unsuccessful in their own way
• But there are some common complications
• Strategic vs tactical errors
a. Not publishing/creating

- Officially, must be excellent in teaching/job OR research
- But tenure for teaching alone is rare
- Not heeding unit guidelines for quantity and quality of publications or creative activities is a virtual guarantee of denial
b. Not improving teaching/job

• We can all improve our practice of teaching or job performance
• Use feedback to focus on improving
• Use faculty development resources to demonstrate effort, results
c. Not heeding mid-tenure

- Many candidates struggle before mid-tenure
- Successful ones turn it around after mid-tenure
- Take recommendations seriously
- Develop specific goals
d. Not seeking advice

- Particularly for promotion to full
- Get sense of senior colleagues, administrators
- Run ideas past people
- Choose external reviewers carefully
e. Errors on application

- Unclear/confusing opening statement
- Including extraneous information
- Not including important information/documentation
- Puffing up
- Inaccuracies
If unsuccessful

• Can ask for reconsideration
• If that’s denied, can file grievance
Thank You!

IT STARTS WITH YOU