



Promotion & Tenure Committee Chair Orientation

Jeanette Taylor

Vice President for Faculty Development & Advancement

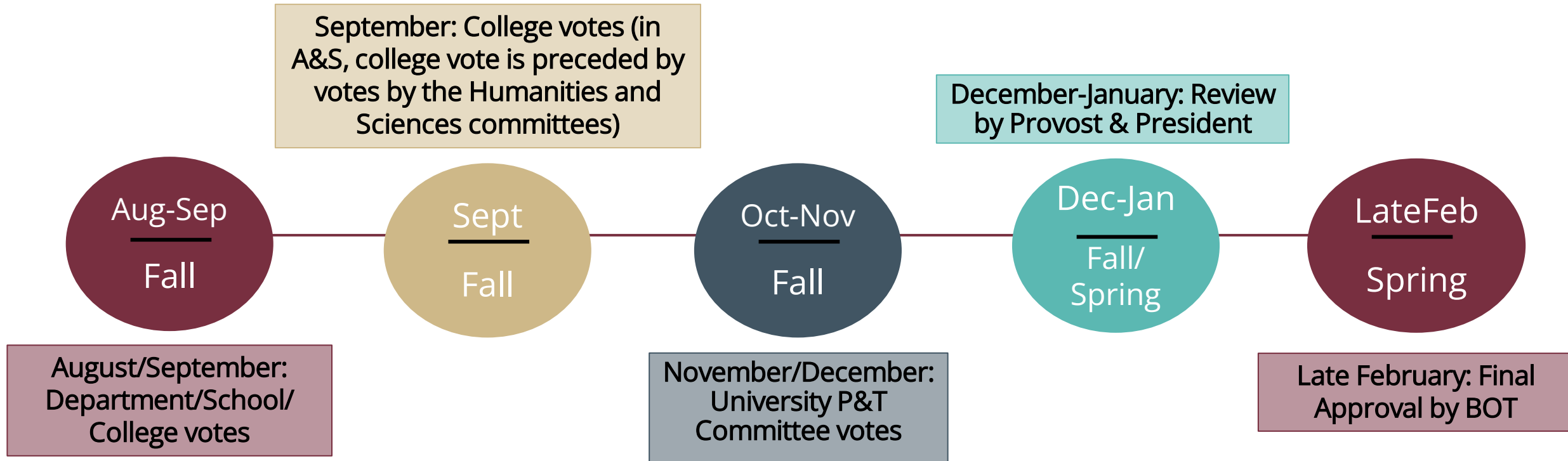
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Overview of Orientation

- Brief overview of timeline and review steps
- Promotion and tenure criteria
- Role of department chair
- Role of P&T Committee chair
- Role of P&T Committee
- Key Takeaways
- Q&A

Timeline and Review Steps

P&T Voting Timeline



Who Evaluates Candidates for Promotion and Tenure?



Department/School
Committee &
Chair/Director



College Committee
& Dean



University
Committee



Provost, President
recommend to
Board of Trustees

Promotion and Tenure Criteria

University Criteria (Broad)

- Promotion
 - To Associate: demonstrated effectiveness in teaching, service, scholarly/creative activity, and recognized standing in discipline
 - To Full: superior teaching, service, scholarly/creative accomplishments of high quality, and recognized standing in discipline
- Tenure
 - Align with promotion criteria
 - Take into account needs of department/college
 - Consider contributions the candidate has made and the expected contributions to the institution in the future

Sources: P&T Memo; Faculty Handbook; CBA

Department/College Criteria

- Bylaws must outline unit-level expectations for P&T – get included in eBinder
- Must evaluate candidate on accomplishments in eBinder and whether they meet unit's written P&T criteria
- Some units adopt the broad university criteria for promotion and tenure – no policy against it (but has some drawbacks)

Role of Department/School Chair

(or Possibly an Associate Dean in Colleges without Departments/Schools)

Run the P&T Process

- Department/school chair is responsible for ensuring that
 - Candidate materials come together and are complete and accurate
 - Committee meeting is scheduled with 5 workday response window in mind
 - P&T process as outlined in the unit bylaws is followed
 - University process as outlined in the P&T Memo from FDA is followed
 - Any issues or deviations from the process are communicated as soon as possible to the dean and to Melissa Crawford in FDA
 - Results of the secret ballot vote are conveyed to the candidate

Chair's Letter

- P&T Memo outlines what must be covered in the chair's letter and where – please follow it
- Connect the dots if the P&T Committee is negative/mixed but the annual evaluations were at least “Meets” – what explains the lack of alignment?
- Chair's vote is independent of the P&T Committee and can differ from the vote of the committee

Role of P&T Committee Chair

P&T Committee Chair “Do”s

- Send email to remind members of the P&T Committee to carefully read the eBinder prior to the scheduled meeting
- Start the meeting with a reminder of the confidential nature of your discussion and results
- Keep committee discussion focused on what is in the eBinder and how well it meets the written P&T criteria
- Do encourage members who are familiar with the candidate's work to answer questions about it (if they can) during the discussion

P&T Committee Chair “Do”s (cont.)

- Encourage all members to weigh in – they may raise a point that others had not considered
- Encourage those with concerns about the record to voice them
- Make notes during the discussion to inform your summary (required for eBinder)
- Include enough information in summary to give subsequent reviewers a good idea of the gist of the discussion

P&T Committee Chair “Don’t”s

- Don’t allow the discussion to focus on information not reflected in the eBinder
- Don’t allow the discussion to focus on problems in the written P&T criteria (a negative vote won’t address such problems)
- Don’t be (and don’t let others be) an advocate or a dis-advocate for the candidate
- Don’t let one committee member dominate the discussion – everyone on a committee gets one vote and they are all equal in weight

Role of P&T Committee

Guardian of Academic Excellence

- Promotion and tenure decisions are, along with hiring, the most important ones that faculty and administrators make
- Tenuring someone contributes significantly to the trajectory of the unit
- Holding faculty to the highest standards advances academic excellence of the department/school, college, and university

Rigorous Evaluation

- P&T Committee's job is rigorous evaluation of the content of the eBinder against the unit's and the university's written P&T criteria
- Each committee member studies the eBinder and makes an independent judgment on whether the candidate meets the standard
- Participation in a frank, open, and confidential discussion of the merits of the candidate's accomplishments

Is Consensus Required?

- No
- The P&T Committee can produce a unanimous vote or a mixed vote – the former is not preferred/required/needed
- The school/department chair can have a different view and vote than the P&T Committee
- The dean can have a different view and vote than the P&T Committee and/or school/department chair
- The president can have a different view and vote than the P&T Committee, school/department chair, and/or dean

When Does the Committee's Work Begin?

- Ideally, in the first annual evaluation
- Officially, in the 3rd Year Review
 - Mentoring opportunity
 - Should signal any problems clearly
- Record of “Meets” or even some “Exceeds” in annual evaluations may not converge into a positive vote on tenure/promotion
 - Could be missing key components of tenure/promotion criteria
 - Progress toward promotion letters should touch on this

Key Takeaways

Department/School Chair Take Aways

- Follow P&T Memo and unit bylaws for process
- Independent review of candidate based on what is in the eBinder for teaching, research, and service and whether it meets written P&T criteria
- Chair's letter should connect the dots if annual evaluation record and progress toward promotion narratives are inconsistent with P&T Committee vote

P&T Committee Chair Take Aways

- Follow P&T Memo and unit bylaws for process
- Keep focus on what is in the eBinder for teaching, research, and service and whether it meets written P&T criteria
- Steer without driving
- Confidentiality of discussion and results
- Summary provides gist of discussion (good and bad)

Q&A