

# Promotion Review at UW Tacoma

The Promotion, & Tenure Process + Requirements + Guidance  
for Tenure- & Teaching- Track Faculty Candidates

May 15-16, 2024

Sarah Davies Breen, Director of Faculty Affairs & Academic HR

*With expert guests:*

*Andrew Harris, Executive Vice Chancellor for Academic Affairs*

*Christine Stevens, outgoing co-Chair of APT Committee (2023-24)*

*Bryan Goda, incoming Chair of APT Committee (2024-25)*

# Agenda

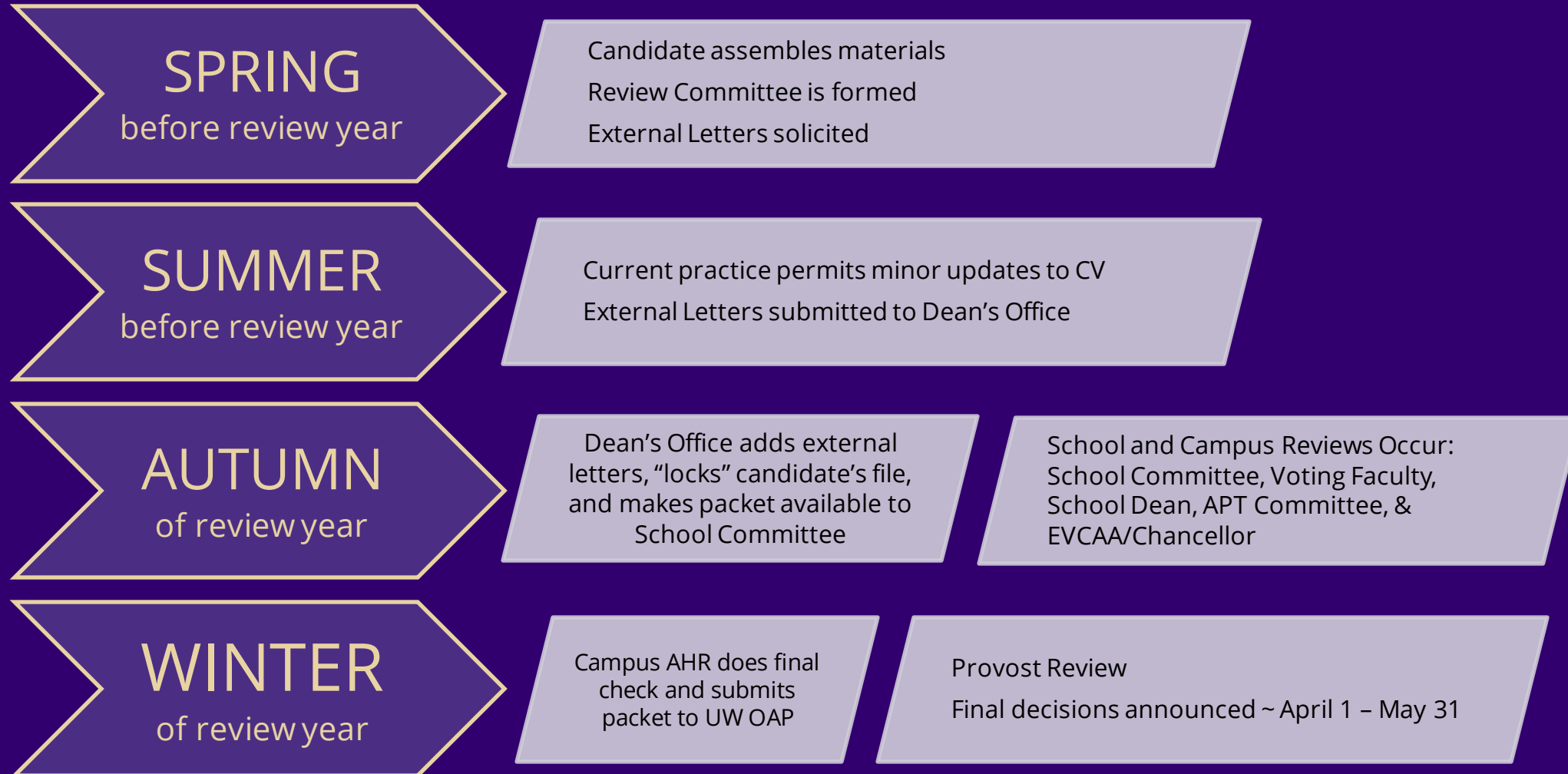
We will cover the following topics in this presentation:

- **Timeline** – overview of the entire promotion process
- **Requirements** – expected achievements in teaching, scholarship, and service, as articulated in
  - > Faculty Code
  - > School/Unit Criteria
- **Requirements** – evidence of achievements in teaching, scholarship, and service, as articulated in
  - > Candidate Packet
  - > External Reviews
- **Review levels** – different levels have different roles in the review process
  - > Six levels of review from the school (3) to campus (2) to UW Provost (1)
  - > All levels of review re evaluating the evidence of achievement in teaching, scholarship, and service, according to the expectations of UW Faculty Code and School/Unit Criteria
- **Q&A**

# Fundamentals of Review (@ UW)

- General Timeline over the UW Academic Calendar
- Period of Review, Clock Extensions, what does “Mandatory” mean?
- Possible Outcomes
- What’s the deal with “Scholarship” for Teaching-Track?

# Timeline of Promotions (@ UW)



# Fundamentals (@ UW)

## PERIOD OF REVIEW & CLOCK EXTENSIONS

- All promotion reviews are cumulative, but **emphasis is placed on accomplishments since appointment at your current rank and/or at UW**
  - > For example, successes earlier in your career may be relevant to current projects or other progress, and can therefore be considered in that light; prior successes, however, cannot carry the case for promotion, as they have already “counted” in your last academic review
  - > Therefore, prioritize presenting activities and accomplishments **at-rank** and **at-UWT**
- For clock-managed ranks – extensions can happen for a variety of reasons
  - > Having an extension does not “raise the bar” or raise expectations; it is a recognition of a period of time where productivity was/is expected to be limited (such as during a medical or parental leave of absence, during COVID, or other provost-approved reason)
  - > There is no need to give personal information regarding a clock extension; noting that an additional year was granted if your pre-tenure appointment was longer-than-usual is sufficient

# Fundamentals (@ UW)

## TYPES OF CASES: MANDATORY VS NON-MANDATORY

- “Mandatory”
  - > Appointments which are “on the clock” (usually Assistant Professor, Tenure-Track) have a mandatory review date; promotion must be considered by this date, or the appointment is terminated. Sometimes referred to as an “up or out” promotion case.
- “Non-Mandatory”
  - > All other kinds of promotion cases, including
    - > Early promotion to Associate Professor with Tenure (b/c review is before mandatory date)
    - > Tenured Associate to Tenured Full Professor
    - > All Teaching-Track cases (Assistant TP to Associate TP; Associate TP to Full TP)

# Fundamentals (@UW)

## POSSIBLE OUTCOMES BY CASE TYPE

- Mandatory & Non-Mandatory Cases
  - > Favorable Promotion and/or Award of Tenure – *promotion effective Sept. 16 of year awarded!*
- Non-Mandatory Cases
  - > Withdrawal – *not transmitted to Provost*
  - > Unfavorable – *not transmitted to Provost for review, unless candidate responds (then FYI only)*
  - > *In either case, the appointment continues if tenured or renewed/continuing appointment at rank*
- Mandatory Cases
  - > Postponement of Review – *decision may be postponed for one year; must apply again in following year, outcomes limited to favorable or denial.*
  - > Unfavorable (Denial) – *granted terminal year of appointment, after which, individual will be ineligible for future employment at UW as a faculty member*
  - > Unfavorable (Withdrawal) – *may withdraw from further consideration prior to case referral to Provost. By resigning, no longer eligible to hold clock-managed ranks at UW, but may be eligible for other kinds of faculty employment (research, teaching, etc.)*

# Fundamentals (@UW)

## SCHOLARSHIP FOR TEACHING TRACK FACULTY

In June of 2022, the Provost's Office issued a letter to the Deans and Chancellors regarding teaching-track faculty and the expectations in scholarship for promotion.

That letter clarified the requirement of scholarship for teaching-track faculty:

- **"Scholarship is an obligation of all faculty members,"** according to Faculty Code 24-32 A, which includes faculty in the professorial teaching track;
- Section 24-34 B.4. states that **individuals in the professorial teaching track "may demonstrate their scholarship in a variety of ways,"** clearly illustrating expectations for scholarship, in addition to teaching success and service.

Conclusion: **Scholarship is required for teaching-track promotion & should be explicitly addressed in the file,** or it will be difficult for reviewers to find that you've met the expectations.

Find the Provost's letter on UWT's AHR Website: <https://www.tacoma.uw.edu/ahr/promotion-and-tenure>

Find requirements for teaching-track scholarship in **Faculty Code 24-34A & 24-34B3** and **in unit criteria**, available on the APT website: <https://www.tacoma.uw.edu/faculty-assembly/appointment-promotion-and-tenure-committee>



# Requirements

Promotion cases should clearly answer two guiding questions:

- What is required for promotion? (Expectations)
- How have you met or exceeded those requirements? (Evidence)

# Requirements: Expectations

WHERE DO I FIND WHAT IS EXPECTED?

**Expectations** are articulated in **Faculty Code** and in the School's Criteria for Promotion

- Faculty Code provides the minimum qualifications for all [Rank] Professorial appointments - **ALL TRACKS**

Assistant Professor	completion of professional training (usually, PhD) + demonstrated teaching and/or* research ability that evidences promise of a successful career
Associate Professor	a record of substantial success in teaching and/or* research
Full Professor	outstanding, mature scholarship as evidenced by accomplishments in teaching and/or* research... in terms of national or international recognition

F.C. Section 24-34. A.

*\*For tenure-track/tenured appointments, achievements in both areas (teaching & research) are required*

- Faculty Code further specifies the minimum qualifications for appointments to Teaching Titles - **TEACHING**

Asst. Teaching Prof.	demonstrated teaching ability that evidences promise of a successful teaching career
Assoc. Teaching Prof.	extensive training, competence, and experience in the discipline
Full Teaching Prof.	a record of excellence in instruction, which may be demonstrated by exemplary success in curricular design and implementation, student mentoring, and service and leadership to the department, school, university, and field

F.C. Section 24-34. B.3.

# Requirements: Expectations (continued)

FACULTY CODE CHAPTERS 24 & 25... WHERE ELSE?

**Expectations** are articulated in Faculty Code and in the **School's Criteria** for Promotion

## School Criteria –

- Much more detailed than the faculty code guidance. The criteria should:
  - > clearly state the expectations in each area: Teaching, Scholarship, and Service
  - > offer suggested types of evidence sufficient or preferred to demonstrate achievements in each area
  - > be consistent with the requirements of code
- Q: If my school's criteria have changed during the term of my appointment, what should I do?
  - > **A: You, as the candidate, must select which criteria to be reviewed under**—either those that were in force at the time of your hire, or the more recent/updated criteria. Do not assume that the review committee will ask.
- If you have questions about where to find your school's current criteria, about their applicability, or about their substance, consult first with your Dean; may also consult Elected Faculty Council members, or a trusted senior colleague or mentor
- **See: <https://www.tacoma.uw.edu/faculty-assembly/appointment-promotion-and-tenure-committee>**

# REQUIREMENTS for Promotion

Two foundational principles for every case: Expectations for Promotion + Evidence of Achievement

**Evidence of Achievement** is the substance of your promotion application packet:

- Self-Assessment:
  - > Narrative
  - > CV
- Teaching Evaluations:
  - > Student
  - > Peer
- Regular Conference Documents
- Annual/Regular Activity Reports
- Copies of (all or selected) Publications/Scholarly Work

# Process of Review

- Levels of Review + Products of Review
- Opportunities for Candidate Response
- Transparency of Reviews

# Timeline/Process Overview

Prescribed in Faculty Code: Section 24-54, Procedure for Promotions

APT Report is shared only when not favorable or if it conflicts with the school faculty vote (per 24-54 C.)

**Committee, Faculty, Dean, and EVCAA/Chancellor Reports are all shared with the candidate at UWT.**



## Three opportunities for Candidate to submit a written response

1. In response to School Committee Report
2. In response to summary/vote of School Faculty
3. In response to EVCAA/Chancellor – *but only if the recommendation is unfavorable*

# REQUIREMENTS for Promotion

The complete “case,” “dossier,” or “file” will look like this, by the end of UWT review:

## 1. Candidate-Assembled Packet:

- Self-Assessment: Narrative + CV
- Teaching Evaluations: Student + Peer
- Regular Conference & Report Documents
- Publications/Scholarly Work

## 2. External Review Letters:

- Minimum of 3 “arms-length” letters, to be kept confidential to candidate
- *Copy of correspondence with letter-writers (Dean’s Office)*
- *Selection process documentation (Committee + Dean’s Office)*

## 3. Internal (School) Reviews:

- Promotion Committee Recommendation
- *Candidate Response, if applicable*
- Voting Faculty Recommendation
- *Candidate Response, if applicable*
- Campus Dean Recommendation

## 4. Internal (Campus) Reviews:

- Appointment, Promotion, & Tenure (APT) Committee Recommendation
- EVCAA & Chancellor Final Recommendation
- *Candidate Response, if applicable*

# More Guidance

FOR SPECIFIC COMPONENTS, ISSUES, FREQUENTLY ASKED QUESTIONS

- What is a conflict of interest and how do I manage one?
- What needs to be in my narrative? And on my CV?
- How many and what kind of teaching evaluations do I need?



# WHAT COUNTS AS A “CONFLICT OF INTEREST” (COI)

See: <https://www.washington.edu/diversity/faculty-advancement/handbook/toolkit/> for helpful guidance

## Conflicts or Potential Conflicts

- Clear, bright-line conflicted relationships between reviewers and reviewees (F.C. 24-50) include
  - > Familial Relationship
  - > Romantic or Sexual Relationship
  - > Business or Financial Relationship
- It is best to avoid potential conflicts or even things that could appear to be a conflict, in the process
- In gray areas, such as prior co-author, collaborator, or graduate student advisor there are two options to mitigate risks:
  - > Choose another reviewer/reviewer opts-out
  - > Disclose nature of potential conflict or professional relationship, and provide reasons reviewer believes he/she/they can be impartial

## Consider Potential Conflicts When...

- Suggesting external reviewers
  - > Disclose, in writing, to committee and/or Dean, any COI's with individuals in your field and the nature of the conflict
- Promotion committee formation
  - > Consider removing any colleagues who you have ongoing professional collaboration with, as they could be seen as acting in their own interests when reviewing your shared work;
  - > If removal is not possible or not necessary, committee member should disclose the potential conflict to committee and in report
- School faculty vote
  - > Faculty with documented personnel conflicts or similar concerns can be protected from retaliation; discuss concerns with your Dean, who will involve Academic HR, as needed.

# CANDIDATE PACKET: Self-Assessment / Narrative

See: <https://ap.washington.edu/ahr/actions/promotions-tenure/assembly-of-record/>

## Self-Assessment – Provost Guidance:

- Reflect on the **significance, independence, influence, and promise of completed and in-progress** scholarship, research, and/or other creative work.
- Focus on achievements **in-rank at UW** (or since last promotion), but place those in context with your larger body of scholarly work / career
- **Teaching-track candidates:** expected to have an emphasis on accomplishments and experiences in the area of teaching & related contributions
- **All candidates:** outline service contributions to the unit, UWT, UW, the profession, & the public

## Self-Assessment – UWT Guidance:

- Directly reference your unit’s criteria and **explain how your record shows that you have met the expectations** in each of the three areas: **Teaching, Scholarship, and Service**
- Longer does not always mean better – recommended to keep to **10 pages or less**
- **Place your activities & achievements in context**
  - > State the impact of your achievements;
  - > Describe the nature of your involvement with a project: Did you provide leadership, was it successful, what lessons were learned?
- If there are weaknesses or “problem areas” in your record **explain them** – do not just avoid or ignore

# CANDIDATE PACKET: Self-Assessment / CV

See: <https://ap.washington.edu/ahr/actions/promotions-tenure/assembly-of-record/>

## CV – Provost Guidance

Your CV must contain at a minimum, the following:

- **Date** when CV is prepared; current as of submission
- **Education** — provide institutions, degrees, dates
- **PhD** — dissertation title & primary advisor (if PhD held)
- **Employment History** —institutions (UW & others), appointment titles, dates of appointments
- **UW committees** and other campus service
- **Research projects, grants, contracts** — include funding source, dates, \$ awarded, role (PI, co-PI, other)
- **List of publications** with entries in full bibliographic format, including page numbers where publication appears, or total number of pages of the publication
- **Professional** offices held or awards granted, w/dates
- **Talks, papers, or presentations** — include date, type of presentation (invited, contributed, and/or refereed)
- Any additional supporting information

## CV – UWT Guidance

Recommendations for ease of review:

- **Use bold-face or other typographic designation** to highlight those achievements which fall within the period under review
- Include page numbers in the footer of your CV, along with your name and the date the CV was prepared
- If terminal degree is other than PhD, also include relevant thesis/scholarly work information & advisor
- For co-authored publications on CV, indicate the nature of your contribution to the publication

# CANDIDATE PACKET: Evidence of Teaching Quality

## Student course evaluations

- Include all formal end-of class evaluations from each AY in which the candidate taught
  - > All completed evaluations must be part of the promotion packet: cannot “pick and choose”
  - > Any outliers or downward trends should be reflected upon in the teaching portion of your narrative
- Both quantitative summaries and qualitative responses should be submitted for each course evaluated

## Peer evaluations of teaching

- Completed according to schedule, by rank
  - > Assistant Professors (all tracks): one every year
  - > Associate Professors (all tracks): one every 3 years
- **Regardless of schedule, all candidates for promotion must provide a peer evaluation from the year immediately prior to promotion review as a part of their packet.**
- A written summary of the peer evaluation is required for submission (not just the fact that an evaluation occurred), and the record must
  - > Provide the date of the evaluation and the name of the evaluator;
  - > Be shared with the faculty member candidate and maintained in their records.

# Resources, Resources, Everywhere...

AHR, EVCAA, AND APT ARE WORKING ON UPDATING/SIMPLIFYING UWT GUIDANCE

Until then, resources are available @ the following websites:

1. Provost: <https://ap.washington.edu/ahr/actions/promotions-tenure/>
2. UWT Academic HR: <https://www.tacoma.uw.edu/ahr/promotion-and-tenure>
3. UWT APT: <https://www.tacoma.uw.edu/faculty-assembly/appointment-promotion-and-tenure-committee>
4. UW Faculty Code, Chapter 24: <https://www.washington.edu/admin/rules/policies/FCG/FCCH24.html>
5. UW Executive Order 45: <https://www.washington.edu/admin/rules/policies/PO/EO45.html>
6. UW Faculty Advancement: <https://www.washington.edu/diversity/faculty-advancement/>

**Q & A**

