

Rank & Tenure Forum

University Committee
on Rank & Tenure

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Chair, 2017-2018

OVERVIEW OF CRITERIA FOR TENURE

Basis for Conferral of Tenure:

- Successful performance of one's job, as specified in the contract of employment
- Record of achievement at Creighton University
- Continued record of achievement from one's previous institution
- Expectation of continued achievement (trajectory)
- Fitting the mission and needs of the department, school/college, and Creighton University

OVERVIEW OF CRITERIA FOR PROMOTION

Basis for Promotion in Rank:

- Teaching: effective in current rank vs. distinguished
- Scholarship: emerging record vs. established record
- Service: active membership participation vs. participation in leadership positions
- Clinical activity: emerging record of clinical activity vs. regionally or nationally recognized clinical activity

OVERVIEW OF THE RANK & TENURE PROCESS

- **The *Faculty Handbook* is the guide to the process.**
 - ❖ *See Article III, Sections G.9 and G.10 for process and procedures, Faculty Handbook 2016, pp. 23-28.*

- **School or college guidelines are available from deans and reflect the standards to be applied in evaluating requests for promotion and tenure at the departmental and school/college level.**
 - ❖ *See Article III.G.9.a.ix, Faculty Handbook 2016, p. 24.*

- Check with department chairs to see if there are also department-specific guidelines to be met.**

OVERVIEW OF THE PROCESS cont'd

- **Promotion and Tenure are peer-review processes.**
 - Peer references, both internal and external to Creighton University, are required.
 - Department Chair's evaluation is required.
 - School/College Rank & Tenure Committees evaluate the candidates.
 - Deans of Schools/Colleges evaluate the candidates.
 - University Rank & Tenure Committee evaluates the candidates' dossiers, which include all review letters.
- **A candidate's careful preparation allows the process to function effectively.**

TIMETABLE

Normally, consideration for the conferral of tenure occurs before or in the sixth year of the faculty member's probationary period.

- June 1: The candidate initiates the process.
- October 31: The candidate submits the prepared dossier to the Dean's Office.
- December 10: The school's/college's Rank & Tenure Committee completes its review of the dossier and submits its determinations to the Dean for his/her review and recommendations.
- January 10: The dean of the school/college submits the electronic dossier and all supporting material to the University Committee on Rank & Tenure (U-CRT), including all determinations by the department chair, the school/college rank and tenure committee, and the dean.
- March 1: The U-CRT submits its recommendations to the President.
- March 31: The President announces decisions on successful applications.

Negative Decisions

- Negative decisions are communicated to the deans of the unsuccessful candidates prior to March 31.
 - The deans will then inform the candidate of the negative decision and provide information about the candidate's right to appeal.
 - The deans are encouraged to advise unsuccessful candidate about the reasons for the President's negative decision.
 - A candidate should consider this information when re-applying the following year.

STEP ONE: NOTIFICATION, by June 1

Candidates notify their deans of their intent to apply for tenure and/or promotion by June 1, providing:

- **A Letter of Intention** to submit a dossier
- **A List of Names for Peer Reviewers** (6-12)
- **Contact information for the named references.**
 - The dean will contact the references with a request for a peer review letter.
 - Typically, the Dean's Office will send to the reviewer:
 - a cover letter,
 - a copy of the school's/college's standards for conferral of tenure and/or advancement in rank (promotion),
 - the candidate's c.v. and examples of the candidate's scholarship.
 - Candidates should check with their deans about the process used in their school/college.

STEP ONE cont'd

PEER REFERENCES: Candidate's Selection

Candidate-Selected References

See Article III, Section G.10.e, *Faculty Handbook 2016*, (pp. 26-27).

- **Select 6 - 12 peer references.**
 - 12 names are permitted; 7 names are probably adequate.
 - The peer reference's role is to evaluate objectively the candidate's scholarship, teaching, and service, as applicable.
 - 2 of the peer references must be unaffiliated with Creighton.
 - For each peer reviewer, the candidate must provide to the Dean
 - A statement of the qualifications of the reviewer.
 - For each peer reviewer the candidate must disclose to the Dean
 - Any relationship the candidate has with the reviewer that could affect the objectivity of the reviewer's evaluation of the candidate's work.
- **All reference letters become part of the candidate's dossier and are kept confidential (from the candidate and all others not in the evaluation process).**

STEP ONE cont'd

PEER REFERENCES: Dean's Selection

Dean-Selected References

- TWO additional external peer references are selected by the Dean or her/his delegate (e.g., department chair).
 - The goal of additional references is to ensure objectivity, clarity, and expertise.
 - By July 1 the Dean's Office will provide to the candidate the names, qualifications, and method of choosing the dean-selected references.
 - No later than August 15 the candidate may submit comments to the Dean's Office on the dean-selected references.
 - The candidate's comments become part of the candidate's dossier, and those comments can be taken into account by others assessing the peer review letters provided by the references.

STEP TWO: DOSSIER PREPARATION, Deadline is October 31*

- The candidate prepares a dossier, which is the basis for evaluating her/his application for promotion and/or tenure, and submits the dossier to the dean.
- The dossier is due in the Dean's Office on October 31.*
 - The required contents of the dossier are listed under **Article III.G.10.b.i-vi** in the *Faculty Handbook 2016* at pp. 25-26.
 - The candidate should review the criteria and standards of the University for promotion and/or tenure under **Article III.G.9.a.viii** and **ix** in the *Faculty Handbook 2016* at p. 24.
 - The candidate should also review the guidelines for promotion and/or tenure of the school or college, available in the dean's office, and of the department (also available in the dean's office).

*NOTE: A draft of the candidate's c.v. may be submitted to reviewers prior to October 31; the candidate may amend the c.v. and submit it up until October 31, when the final version is due.

STEP TWO cont'd...

DOSSIER CONTENT

- **Summary Sheet**, available from the candidate's dean,
 - to be completed by the candidate.
- **Curriculum Vitae**, *Article III.G.10.b.i, Faculty Handbook 2016, pp. 25-26.*
 - Some items listed will not be applicable to all candidates.
- **Faculty Profile** (optional), *Article III.G.10.b.ii, p. 26.*
- **Peer References**, *Article III, §G.10.b.iii and §G.10.e.i – iii, pp. 26 and 26-27, respectively.*
 - Candidate-selected references, 6 to 12 total
 - 2 external (unaffiliated with the University)
 - 4 to 10 internal references
 - Statement from candidate on qualifications of and relationship, if any, with references
 - Dean-selected references, 2 total
 - 2 external
 - Dean's statement on qualifications of references
 - Candidate's statement on dean-selected references, if any

DOSSIER CONTENT cont'd

- **Student References**, *Article III, §G.10.b.iv and §G.10.d, p. 26.*
 - At least 6; check with your dean about selection process.
- **Students' Course Evaluations**, *Article III.G.10.b.v, p. 26.*
 - Check with the dean about obtaining copies.
- **Supporting Data in the Appendix**, *Article III.G.10.b.vi, p. 26.*
 - Examples of scholarly activity and publications.
- **Letter of the Department Chair**, *Article III.G.10.c, p. 26.*
 - *Supplied after October 31*
- **Letter of the School/College Rank & Tenure Committee**,
Article III.G.10.f, p. 27.
 - *Supplied after October 31*
- **Letter of the Dean**, *Article III.G.10.g, p. 27.*
 - *Supplied after October 31*

CURRICULUM VITAE

Contents for the candidate to include in the *c.v.*:

- *See Article III.G.10.b.i in the Faculty Handbook 2016 at pp. 25-26.*

- **Background information**
- **Scholarship**
 - Classify the type of scholarship,
 - E.g., peer-reviewed or student-based research.
 - Explain weight of publication in which item is placed,
 - E.g., conference proceedings or peer-reviewed journal or journal valued in the discipline.
 - List most recent work first.
 - If applicable, indicate the impact factor of the publication.
 - If not yet published, clarify whether “submitted” or “accepted.”
 - If joint authorship, explain the level of candidate’s participation.

CURRICULUM VITAE cont'd

Contents cont'd:

■ **Teaching**

- List by year all courses taught, the course level, enrollment, and load since coming to Creighton.
- List any supervised graduate and honors theses supervised,
 - Including the dates of that supervision.

■ **Service**

- List international, national, regional, and state service,
 - Including activities and dates of service and leadership roles.
- List university, school/college, department service,
 - Including activities and dates of service and leadership roles.
- List community service,
 - Including activities, dates of service, and leadership roles.

■ **Clinical Activity, if applicable**

FACULTY PROFILE (Optional)

- **The faculty profile can help the application:**
 - Use the narrative faculty profile to tell the U-CRT and University President something about the candidacy that may not otherwise be apparent from the c.v. or from the references:
 - E.g., changes in teaching assignments, administrative duties, or the nature of the appointment that may have affected scholarship or teaching or service.
 - *Note that “[i]t is the responsibility of the candidate ... to ensure that the significance of achievements and activities is clear to the Committees on Rank and Tenure.” Article III.G.9.a.iii, Faculty Handbook 2016, p. 23.*

FACULTY PROFILE cont'd

- No page limits are stated in **Article III.G.10.b.ii**,
- But a school/college may have page limitations.
 - Check with the dean. (*See Faculty Handbook 2016*, p. 26.)
- In prior years, faculty profiles have averaged 3 – 7 pages.
 - The U-CRT recommends 4 to 6 pages.
- Overly long profiles are generally not helpful to the candidate's application.

ADDITIONAL DOSSIER ITEMS

- **Peer references** (discussed above)
- **Student references** (at least 6)
- **Student evaluations** (check with the Dean's Office)
- **Copies of scholarship** (from the last 5 years)
 - Examples of scholarship go in the Appendix of the Dossier.
 - If numerous publications or bodies of work are listed in the c.v., then select...
 - the most relevant items and
 - the items with greatest impact.

STEP THREE: THE REVIEW PROCESS, through December 10

- Evaluation of the candidate's application take place after the dossier is completed, in the following order:
 - *First, the department chair, if applicable, or a designated substitute;*
 - *Next, the school/college committee on rank & tenure;*
 - *Then, the school/college dean.*
- Each evaluator (or evaluating group) submits a written report, which becomes part of the dossier.
- **By December 10 all written reports must be completed.**

SUBMISSION OF THE DOSSIER

- **Deans then submit all dossier materials**
 - in digital form (pdf)
 - to the University Committee on Rank & Tenure
 - **by January 10.**
 - *To help the U-CRT navigate the dossier, submit the dossier in file folders of separate pdf documents, rather than as a single mega-pdf file.*
 - *Submit separate file folders for c.v., references, and faculty profile.*
 - *The U-CR&T also recommends that the department chair letter, school committee letter, and dean's letter also be submitted in separate file folders.*

STEP FOUR: UNIVERSITY COMMITTEE ON R&T RECEIVES DOSSIERS on January 10

- The U-CRT begins its review of dossiers in early to mid-January.
 - Usually on the first Monday after the start of the spring semester, i.e., first Monday after January 10. (This year, January 15, 2018.)
 - 11 members include elected representatives from each school/college, the Dean of the Graduate School, and the Provost.*
 - The College of Arts & Sciences and the School of Medicine each elect two representatives to the U-CRT because of the larger size of their faculties.
 - For the School of Medicine, one representative comes from the clinical services faculty, and one comes from the basic medical sciences faculty.

**Note: The Provost is a member of the U-CRT as a duty of his/her office.*

STEP FIVE: U-CRT RECOMMENDATIONS, submitted by March 1

- The U-CRT meets weekly to review the dossiers of individual candidates, usually considering dossiers grouped by school or college.
 - Recusal
 - Members recuse themselves from voting on a particular dossier whenever there is a relationship between the member and the candidate that would compromise objectivity.
 - *Faculty Handbook* rules require recusal of any member when that member has a direct supervisory role over the candidate (*Article III.G.8.a.ii.C*) or may have an actual or perceived conflict of interest in voting on the candidate (*Faculty Handbook 2016, p. 21*).
- By March 1 the U-CRT submits its written recommendations to the University President.

STEP SIX: THE PRESIDENT'S DECISION-MAKING PROCESS

- The U-CRT chair and secretary and the Provost meet with the President to discuss the recommendations of the U-CRT.
 - The chair is present to provide the President with information
 - about the recommendations,
 - the recommendation process, and
 - any concerns of the U-CRT.
 - The secretary is present to answer questions about the confidential minutes of the U-CRT meetings; the meeting minutes are provided to the President on or before March 1 to assist the President's review of the U-CRT process and recommendations.

STEP SIX cont'd

THE PRESIDENT'S DECISIONS

- After reviewing the dossiers and reading the recommendations that have been entered on the dossiers, **the President makes the decision on whether to grant each candidate's request for tenure and/or promotion.**

Note: The President makes all decisions; the other participants in the rank and tenure process make recommendations to the President.

See Article III.G.10.k, Faculty Handbook 2016, p. 27.

- **By March 31 the President publishes names of successful candidates.**

AFTER THE PRESIDENT'S DECISIONS

- An unsuccessful candidate will receive notice of the President's negative decision
 - from his/her dean
 - before the President's announcement of his decisions,
- Before March 31 the dean will provide information about appealing the negative decision (i.e., asking for the President's re-consideration).
- An unsuccessful candidate should discuss with his/her dean the reasons the application was unsuccessful, in order to compile a more effective dossier and candidacy in the future:
 - i.e., for re-applying in the following year, if a candidate did not receive tenure in his/her sixth year.

QUESTIONS ?

- These slides will be uploaded to the Faculty President's webpage.
- For a digital copy now, email Dr. Brooks at CatherineBrooks@creighton.edu

NOTES