



THE UNIVERSITY OF
TENNESSEE
HEALTH SCIENCE CENTER.

2022 Tenure and Promotion Debrief for Department and Committee Chairs, FAWG Representatives, FSEC Members

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ACADEMIC, FACULTY,
AND STUDENT AFFAIRS

Welcome to the August 9, 2022
Tenure and Promotion Debrief

Thank you
for your work on behalf of our faculty!

Our Agenda and Your Packet

- **Our agenda** – top page of your packet
 - Introduction
 - Review of 2022 Recommendations and Comparison to Prior Years
 - Issues noted in the 2021-2022 Recommendations sent to the CAO's Office
 - Preparing for Success in the 2022-2023 Promotion and Tenure Cycle
 - Looking forward to the 2022-2023 Promotion and Tenure Cycle
- **Your packet** – organized into sections corresponding to our topics
 - Consecutively numbered

Review of Guiding Documents for Promotion and Tenure

Part A
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Guiding Documents for Promotion and Tenure

- **From the UTHSC Faculty Handbook**

- Appendix N: Promotion (Packet, pp. 3-6)
 - Also refer to Section 6 in the UTHSC Faculty Handbook
- Appendix L: Tenure (Packet, pp. 7-10)
 - Also refer to Section 4 in the UTHSC Faculty Handbook
- Section 4.11.2.1: External Reviews (Packet, pp. 11-13)

- **From the AFSA Website**

- Scoring System for Promotion (Packet, pp. 14-20)

- **Helpful Information**

- Important Definitions (Packet, pp. 21-22)

Adhering to Required Processes

- **Requirements specified in the guiding documents**
- **Responsibilities at all levels of the process are consequential**
 - Local/department level – Department Chair and, if relevant, Division Chief
 - College level – Dean and FAWG representative for the college
 - Campus level – Chancellor and Chief Academic Officer
 - UT System level – President's Office and General Counsel's Office
 - Each chair and member of a departmental or collegiate P&T Committee

Review of 2022 Recommendations and Comparison to Prior Years

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This Year's Recommendations

- **Promotion**

- 15 – Assistant Professor
- 52 – Associate Professor
- 17 – Professor

- **Tenure**

- 9 – Tenure
- 2 of the 9 were for Early Tenure
- 4 were for more than one year prior to the end of the probationary period

- **Combined Tenure and Promotion**

- 2 – simultaneous promotion AND tenure

Comparison with Prior Years

- **Notable**

- 67% increase from last year in recommendations to Assistant Professor
- 11% increase from last year in recommendations to Associate Professor
- 80% decrease from last year in negative recommendations for promotion
- Lowest negative recommendations for promotion in 7 years

What went well in the promotion and tenure process for your department and/or college this past year?

What went well in the 2021-2022
promotion and tenure cycle from AFSA's
perspective?

All recommendations for promotion and tenure were approved!

For AFSA...

- SharePoint repository
- Dossiers to AFSA on time (many early!)
- Less corrections needed
- Increased detail in Deans' letters

Issues Noted in the 2022 Recommendations coming forward to the CAO's Office

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Errors were found in every dossier

- **Letters of Review**
 - **Committee Letters and Materials**
 - **Promotion Metric Scores**
- **Resulting in**
- Extraordinary effort to correct the errors
 - Reaching back out to reviewers, committees, chairs, deans
 - Delays in processing the recommendations
 - Time not well spent

Issues in Letters of Review

- **Examples**

- Writer not indicating tenure status
- Writer not indicating academic rank
- No signature on letters
- Writer of incorrect rank/tenure status
- Lack of clarity in recommendation

Requirements for Letters of Review

- **General Requirements across all recommendations**

- Solicitation of letters of review is expected to be handled by a single individual in a college – *“the individual responsible for the process at the collegiate level”*
- A standard form letter MUST be used for ALL candidates within a college
- All letters should be addressed to the individual responsible for the process AT THE COLLEGIATE LEVEL

- **Requirements for Early Tenure and Early Promotion (from UT System)**

- Explanation of how evaluators were selected
- Copy of the letter used to solicit input

- **Incorporated language in UTHSC Faculty Handbook in 2018**

- Section 4.11.2.1 (Packet, pp. 11-13)

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Issues in Committee Letters and Materials

- **Examples**

- Not completing or submitting promotion metric score
- No recommendation from a committee
- No dissenting comments
- Abstentions and/or recusals in voting not explained

Voting Options

- **Yes** – a vote in support of the recommendation
- **No** – a vote not supporting the recommendation
- **Abstain | Recuse | Ineligible**
 - **Abstain** – a decision to not vote; may be related to insufficient information for making an informed decision; may be from someone who is a member of both a department and college committee and properly abstains from voting in one committee to vote in the other committee
 - **Recuse** – a decision to not vote; committee member is disqualifying himself or herself from voting on the grounds of having a conflict of interest or having some type of personal involvement with the candidate
 - **Ineligible** – a non-vote typically noted when a committee member is not tenured and/or not of the correct rank for a vote on a given recommendation

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Voting is Consequential

- **Split Decisions**

- Non-unanimous votes
- A vote of NO \geq 25% at any single voting level (yes and no votes only)
- At one or more levels (department committee, chair, college committee, dean)
- Requires submission of full dossier to UT System

- **Non-unanimous Decisions**

- Any NO vote at any single or multiple level of review
- Requires submission of full dossier to UT System (tenure only)

Issues in Promotion Metric Scores

Promotion Metric Scores are REQUIRED for everyone – regular, part-time, volunteer, affiliate

- Candidates are to provide details regarding their percent effort in each assigned mission area for each year since the last promotion
- Departmental and Collegiate Committees are **required** to provide a score
- Department Chair is **REQUIRED** to speak to the scores in the chair's letter of recommendation
- Contradictory guidance in published material re: metric score – certain score is required for promotion (Packet, p. 14) **BUT** metric score is not to be used as the sole determinant for a promotion recommendation. The committee's letter should provide a rationale in either case:
 - If a lower metric score is determined but promotion recommendation is positive
 - If a higher metric score is determined but promotion recommendation is negative

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What other parts of the dossier or the process cause the most issues for your department or college?

Preparing for Success in the 2022-2023 Promotion and Tenure Cycle

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UTHSC Promotion and Tenure Checklist

Item	Area of Responsibility						
	Dept Comm	Dept Chair	Coll Comm	Coll Faculty Administrator	Dean	CAO	Chancellor
General							
Communication that goes to the next level requires letterhead and signature	X	X	X		X	X	X
All letters must be unique to each candidate, providing a narrative for each candidate - may not make a statement similar to "I've reviewed the recommendations being sent forward and I concur with them"		X			X	X	
Attestation of completion/accuracy of each packet (the Dean may sign this attestation or may delegate the responsibility to the collegiate faculty administrator- typically the FAWG Representative)				X	X		
Requirements for Letters from Departmental and College Committees for Tenure and/or Promotion Candidates							
Listing of all committee members - name, rank, tenure status	X		X				
Indication (by name) of any committee member not eligible to vote with reason for ineligibility noted	X		X				
Indication (by name) of any committee member voting to abstain/recuse with reason for abstention/recusal noted	X		X				
Total number of committee members attending	X		X				
Total number of committee members voting	X		X				
Total number of votes by category: Yes, No, Abstain/Recuse, Ineligible	X		X				
Statement as to whether or not committee chair votes	X		X				
Statement that all voting committee members were offered the opportunity to provide any specific information of the candidate's strengths or weaknesses	X		X				
Statement that the votes were cast anonymously	X		X				
Negative Votes for Tenure and/or Promotion							

Other Checklists

- **Tenure Upon Hire** (aka: Expedited Tenure or Tenure Upon Initial Appointment)
- **Early Tenure** – recommendation for tenure prior to the candidate serving the full six-year probationary period
- **Early Promotion** – recommendation for promotion to Associate Professor prior to having served 4 years in rank or recommendation for promotion to Professor prior to serving 5 years in rank (See UTHSC Faculty Handbook, Section 6.1.3: Associate Professor and 6.1.4: Professor)

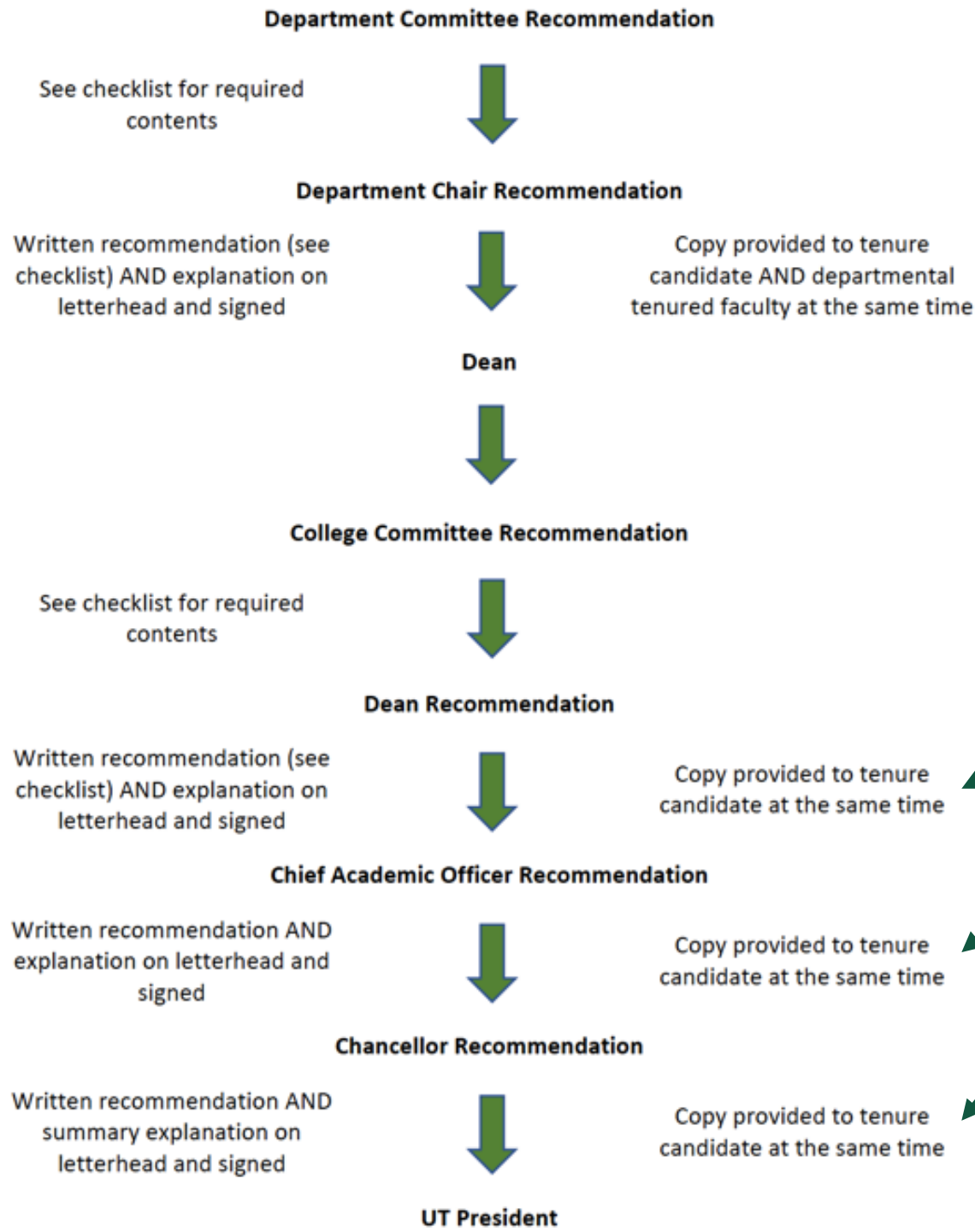
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Documenting Compelling Reasons for Recommendations for Early Tenure and/or Promotion

- How does this faculty member compare to other faculty members in the department and/or college?
- How has this faculty member exceeded their annual goals and assignments and/or their expectations as set forth in their appointment letter?
- What has been the faculty member's impact – division/department, college, university, system, outside of UT/UTHSC?
- How has this faculty member elevated their stature and the stature of the department and college?

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Final Probationary Review for Tenure



Important to Remember and To Do

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Required Qualifications of Internal and External Reviewers

1	2	3	5	6	7	
	Current Rank & Tenure Status	Proposed Promotion & Tenure Status	Rank of Letter Writer	Tenure Status of Letter Writer	Minimum Number of Letters by Location	
					Internal	External
A	Instructor, NTT	Assistant Prof., NTT	Assistant Professor Associate Professor Or Professor	Any tenure status	3	0
B	Instructor, TT	Assistant Prof., T		Tenured	2	3
C	Instructor, TT	Assistant Prof., TT		Any tenure status	3	0
D	Assistant Prof., NTT	Associate Prof., NTT	Associate Professor or Professor	Any tenure status	3	2
E	Assistant Prof., TT	Associate Prof., T		Tenured	2	3
F	Assistant Prof., TT	Associate Prof., TT		Any tenure status	2	3
G	Assistant Prof., T	Associate Prof., T		Tenured	2	3
H	Associate Prof., NTT	Prof., NTT	Professor	Any tenure status	2	3
I	Associate Prof., TT	Associate Prof., T		Tenured	2	3
J	Associate Prof., TT	Prof., T		Tenured	2	3

UTHSC's Peer Institutions

Posted online at

<https://uthsc.edu/institutional-effectiveness/peer-institutions.php>

Comparable Peer Institutions

University of Oklahoma Health Sciences Center

Medical University of South Carolina

University of Texas Health Science Center at San Antonio

Texas Tech University Health Science Center – Lubbock

University of Nebraska Medical Center

University of Arkansas for Medical Sciences

Louisiana State University Health Sciences Center - New Orleans

Aspirational Peer Institutions

University of Maryland – Baltimore

Oregon Health and Sciences University

University of Texas Health Science Center at Houston

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Looking forward to the 2022-2023 Promotion and Tenure Cycle

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2022-2023 Schedule for Promotion and Tenure Process

August 2022: UTHSC Chief Academic Officer (CAO), also known as the Vice Chancellor for Academic, Faculty & Student Affairs, prepares and emails promotion and tenure instructions to Deans, Department Chairs and Directors.

August/September 2022: Departments initiate a defined process for reviewing each faculty member to be considered for promotion* and/or tenure. The process is established by each department in accord with the provisions of the [UTHSC Faculty Handbook](#) and University policies; each faculty member should be advised, in writing, that he or she is being evaluated and should be given an opportunity to submit information pertaining to the review of performance and future promise.

November 2022 - January 2023: Department chairs and directors prepare recommendations for promotion and awarding of tenure and forward them to the Dean. The due date for receipt of these recommendations will be made at the discretion of each college dean.

No later than January 6, 2023: Deans should notify the CAO of all candidates being considered for early tenure or early promotion.

No later than the end of February 2023 Deans should forward to the CAO any negative or controversial recommendations (forward earlier if possible), as extra time may be required for reviews at higher levels or for appeal by the faculty member.

No later than March 3, 2023: Departments should review budgets and their needs for non-tenure track faculty and submit a list of faculty members who may be recommended for nonrenewal to the CAO, 400 Hyman.

No later than March 6, 2023: Deans review the positive or noncontroversial recommendations for promotion and tenure and forward their final recommendations to the CAO, 400 Hyman Building.

No later than April 14, 2023: The CAO reviews recommendations and prepares a consolidated report for the Chancellor.

Before May 19, 2023: The consolidated recommendations for promotion and tenure approved by the Chancellor are forwarded to UT System. Dates may be adjusted by UT System.

April 24, 2023: Early and Expedited Tenure Dossiers to UT System (based on the 2022 calendar)

April 24, 2023: Voting Spreadsheets to UT System (based on the 2022 calendar)

May 1, 2023: Split Decisions Files to UT System (based on the 2022 calendar)

June 2023: The President acts only on the Chancellor's positive recommendation for tenure. If the President concurs in the positive recommendation, he or she shall grant tenure if he or she is authorized to do so, and the Chancellor shall give the faculty member written notice of the effective date of tenure. If only the Board is authorized to grant tenure, the President shall submit the recommendation to grant tenure, and summary explanation for the recommendation, to the Board. The President reviews, acts on the list of promotions, and informs the UT Board of Trustees.

June 2023: The UT Board of Trustees acts on tenure recommendations that only the Board is authorized to grant at its June meeting. The Board is informed of the tenure and promotion recommendations that were approved by the President's office.

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Peer Review of Teaching

- Required for all faculty members undergoing final probationary review for tenure
- Colleges have procedure within college bylaws that provides guidance for peer review of teaching for tenure-track faculty members in the 2022-2023 cycle and beyond
- Some colleges have peer review of teaching for all faculty or for other subsets of faculty, such as
 - Tenured faculty who will participate in Post-Tenure Review
 - Faculty members seeking promotion

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Department Committee

- It is important to determine, on an annual basis, whether a department has sufficient faculty members to establish a departmental review committee
- The Board of Trustees' Procedures for Consideration and Grant of Tenure specify that *“there should be no positive recommendation for tenure without formal consultation with the tenured faculty of the department in which the candidate holds his or her position.”*
- The UTHSC Faculty Handbook, Section 4.4.2, notes the expectation that there be at least three tenured faculty members (excluding the Dean and the Department Chair) to form a departmental review committee.
- Given the additional tenured faculty members added each year, it behooves our department chairs and tenured faculty to ensure that the rights and responsibilities that accrue to our tenured faculty members are observed.

Student Evaluations of Teaching

- Increasing importance of these for various processes:
 - Tenure
 - Promotion
 - Post-Tenure Review
- Important for department chairs to acquire, retain, and review student evaluations of teaching with faculty members at each annual review.
- Faculty members should also request and retain copies of all student evaluations of teaching.

In summary ...



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Questions?