

ECAS Office of Faculty Tenure and Promotion

Orientation Session for Faculty, Faculty Mentors, and Department Chairs

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Emory hires faculty we intend to tenure and promote to full professor.

How do we aim to achieve this goal?

- create clarity and transparency around T&P expectations (research, teaching, service/citizenship)
- support faculty development
- offer mentorship opportunities within department, mentorship clusters outside department
- Spring T&P Zoom open office hours with Dean Roy
- provide frequent feedback via progress reviews, Faculty 180 merit evaluations, input from chair, and other mentors

Department Criteria Documents

- required for pre-tenure reviews, tenure reviews, and promotion to full professor reviews and for annual merit evaluations
- collection on chairs/directors Teams site:
<https://emory.sharepoint.com/sites/ECEmoryCollegeofAdministration/SitePages/TrainingHome.aspx>



Key Questions at the Pre-tenure level

- Is this candidate on track for tenure?
- How has this candidate moved beyond the dissertation, and if relevant, their dissertation advisor?
- Is there evidence of a solid scholarly trajectory?
- Are they making a significant contribution to teaching and mentoring?
- Are they engaged in service activities that are appropriate to their rank?

Key Questions at the Tenure level

- Is this scholar advancing their field in new ways, and having a profound impact on the discipline/interdisciplinary arena (publications, grants, invited lectures, awards, citation indices, etc.)?
- Is there clear evidence of scholarship that goes beyond the first major project (publication, grant, etc.)?
- Is this candidate contributing teaching excellence to the department and/or to ECAS?
- Is this candidate contributing to the service and citizenship of the department/ECAS/university/profession in a way that is appropriate to their rank?



Key Questions for Promotion to Full Professor

- Is this scholar a leading figure in their field or subfield nationally/internationally?
- Is this faculty member an excellent pedagogue, advancing the teaching mission of their respective field(s) and actively mentoring and advising graduate and undergraduate students in ECAS/Emory University?
- Is this faculty member contributing substantial leadership to the profession both within and beyond Emory?

Office of Faculty



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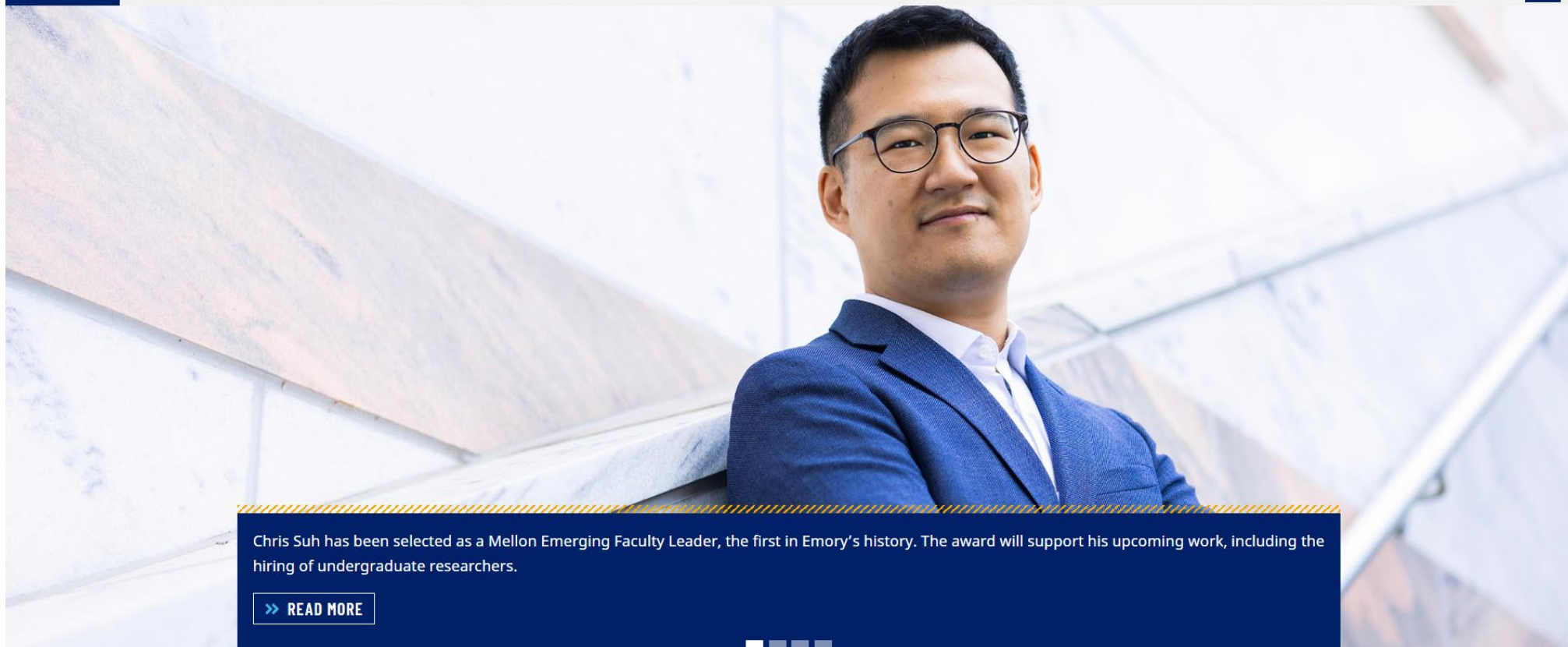
Office of Faculty

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Chris Suh has been selected as a Mellon Emerging Faculty Leader, the first in Emory's history. The award will support his upcoming work, including the hiring of undergraduate researchers.

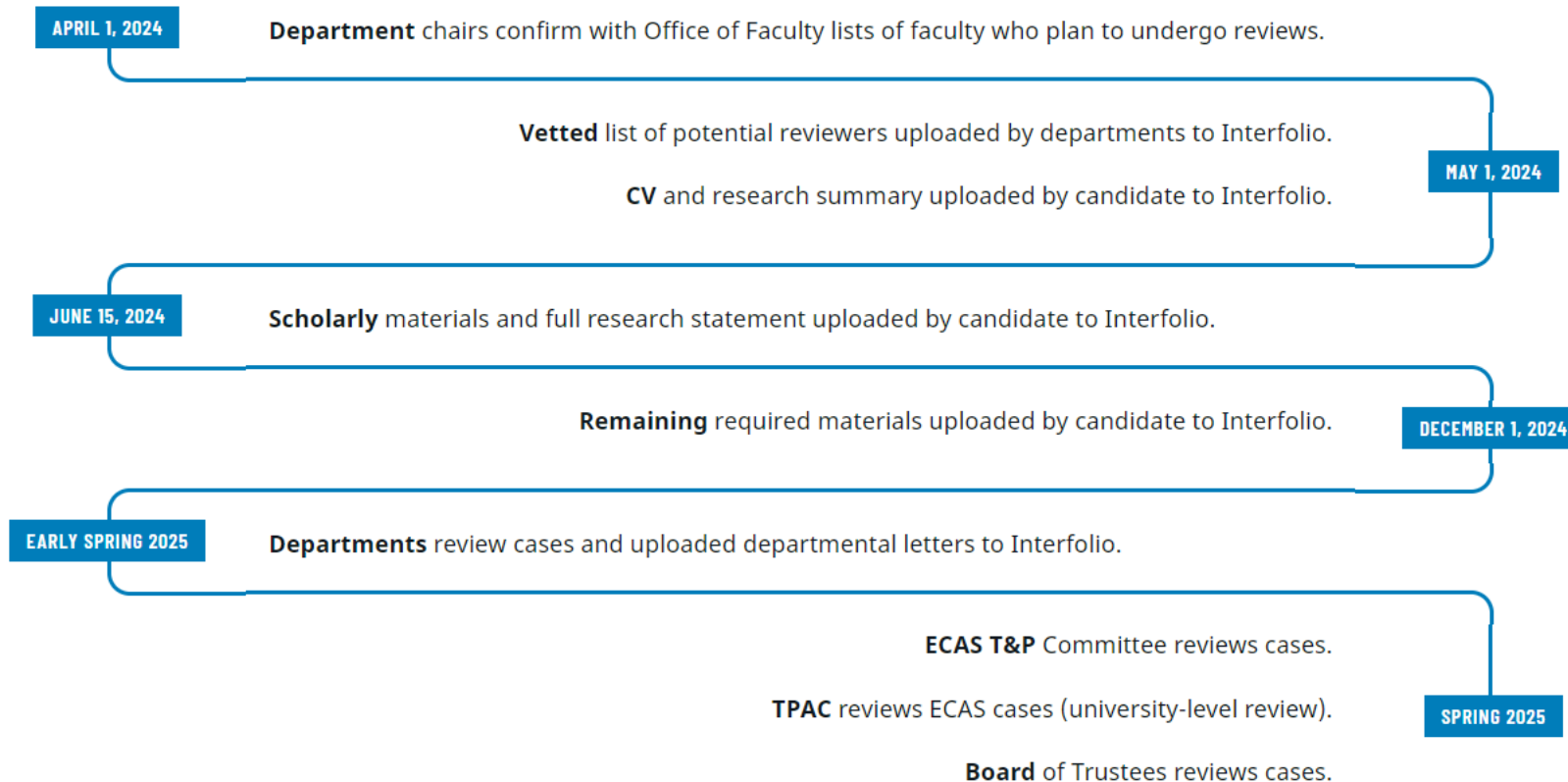
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Tenure-track faculty (Tenure and Promotion)

Tenure and Pre-Tenure Review



Tenure-track Faculty (Tenure and Promotion)

- Principles and Procedures for Appointment, Promotion, & Tenure:
<http://college.emory.edu/faculty/faculty/promotion-tenure-track.html>
- document includes “Guidelines for Submitting Tenure and Promotion Materials”
- decanal document
- updated version that clarifies procedures and is more user friendly was presented to ECAS Faculty Senate in January 2022 and implemented June 2022 (no changes to standards for T&P)
- recent additional updates



Resources and Process

Recent Updates to “Principles and Procedures for Appointment, Promotion, and Tenure”

- clarify procedures for acting associate and acting full professor tenure reviews
- implement Provost’s office requirement that department committees suggest names of potential external reviewers (6 for tenure and promotion to full professor reviews, 3 for pre-tenure reviews); reduce required number of potential reviewers suggested by the candidate
- note that candidates can list potential reviewers whom they do *not* want contacted

New –Information Form & Sharing Criteria

- T&P Information Form
 - Qualtrics survey sent to candidates
 - collects information required by the Provost's office
 - completed form is sent to chair, who reviews, edits if needed, and then signs
 - form is posted to the case in Interfolio/Facet RPT
- Chairs or ADAs post relevant department criteria to the case in Interfolio/RPT along with vetted reviewer lists
 - This document will be shared with external and service reviewers and with Emory faculty review committee members and administrators.

New - Tenure and Promotion Process Checklist

TENURE AND PROMOTION PROCESS CHECKLIST

This document is intended for candidates, chairs, and lead staff so that processes can be coordinated. For detailed information on required materials, forward-planning, deadlines, and review processes, see the “Principles and Procedures for Appointment, Promotion, and Tenure”: <http://college.emory.edu/faculty/faculty/promotion-tenure-track.html>. This is the general order in which steps occur, but there can be variation in the exact order and timing for individual cases depending on circumstances. All candidate and departmental materials are uploaded to the candidate’s case in Interfolio RPT / Facet.

	Who is primarily responsible?	Complete
PRE-CASE PREPARATION (ONGOING)		
Start collecting teaching observation letters (3+ recommended by the time case goes to review)	Department chair	
Ensure qualitative and quantitative teaching evaluations are being collected for each course each semester	Candidate and department chair	
<i>For tenure and promotion to full professor reviews:</i> Ensure candidate is contributing satisfactory service; serving on a faculty search committee counts as ECAS-level service. Service review letters must come from individuals outside of the department.	Candidate and department chair	
Conduct progress reviews (https://college.emory.edu/faculty/faculty/progress-review.html)	Department chair	
CASE REVIEW PROCESS		
Finalize list of faculty to be reviewed during upcoming year	Department chair (promotion to full professor review); Office of Faculty and department chair (tenure/pre-tenure review)	
Create review cases in Interfolio RPT	Office of Faculty	
Ask candidate to select an advocate if they would like to have one (optional)	Department chair	
Compile lists of possible external and service reviewers with biographies & potential conflict of interest	Candidate	

TENURE CLOCK EXTENSION

The Office of the Provost is keenly aware that COVID-19 has had significant and differential impacts on faculty success and professional progress. The Emory University Executive Committee of the Board of Trustees has approved a blanket one-year tenure clock extension to all pre-tenure faculty on the tenure track.

This extension recognizes the ongoing impacts of COVID-19 on faculty research and teaching and applies to all pre-tenure faculty in Emory College of Arts and Sciences who joined Emory before or in January 2021. It is an opt-out approach whereby we will work with those faculty who would prefer not to receive the extension. This extension will in no way limit faculty from being granted further extensions for other reasons consistent with our current policies. If you have any further questions about this extension or its implications for your particular trajectory, please contact Dean of Faculty Deboleena Roy, dean_of_faculty@emory.edu.

More information about tenure clock extension policies and tenure clock examples can be found [here](#) .

COVID-19 Tenure Clock Extension

Tenure Clock – COVID Extension taken before Pre-Tenure Review (Starting ECAS Appointment AY 2020-2021)	
Academic Years on Tenure Clock	Review Process
2020-2021	Faculty Activity and Merit Evaluation
2021-2022	Annual Progress Review & Faculty Activity and Merit Evaluation
2022-2023	Annual Progress Review & Faculty Activity and Merit Evaluation
2023-2024	Annual Progress Review & Faculty Activity and Merit Evaluation
2024-2025	Pre-Tenure Review & Faculty Activity and Merit Evaluation
2025-2026	Annual Progress Review & Faculty Activity and Merit Evaluation
2026-2027	Tenure Review & Faculty Activity and Merit Evaluation

COVID-19 Tenure Clock Extension

- pre-tenure review
 - 3rd/4th year – can now go up in the 5th year with the extension
- tenure review
 - 6th year – can now go up in the 7th year with the extension
- promotion to full professor (generally 6-8 years after tenure)
- COVID-related tenure clock extension will in no way limit faculty from being granted further extensions for other reasons consistent with our current policies

Other Tenure Clock Extensions

- If a faculty member on the tenure track who has not yet been reviewed for tenure becomes a parent by birth or adoption, the faculty member will be granted an automatic extension of the tenure clock by one year
 - chairs notify Office of Faculty
 - if a faculty member does not want to alter the tenure clock, then they must notify their Chair and Dean in writing of the desire to maintain the original tenure date, within one year of the birth or adoption
 - can receive the extension and then still choose to come up for tenure review according to original schedule (or earlier)
- Non-parental extensions
 - letters from faculty member to chair, chair to Dean, Dean to Provost

External Review Letters

As a general rule, all reviewers should be full professors from peer institutions. In some pre-tenure cases, an associate professor who is a leading scholar in the field may be included.

- pre-tenure
 - 3 potential reviewers suggested by the candidate
 - 3 potential reviewers suggested independently by the department committee
 - Dean of Faculty solicits 2 letters
- tenure & promotion to full professor
 - 10 potential reviewers suggested by the candidate
 - 6 potential reviewers suggested independently by the department committee
 - Dean of Faculty solicits 6 letters
- reviewer biographies and conflict of interest
 - title & rank, clear description of expertise
 - explicit disclosure of the nature of relationship between candidate & reviewer
 - no collaborators, co-authors, former teachers, former students, etc.



Potential Conflicts of Interest

Arm's length does not mean that the reviewer must never have met or heard of the candidate. It does mean that reviewers should not be selected who are likely, or perceived to be likely, to be predisposed, positively or negatively, about the candidate. Please see some examples of what does and does not constitute a close connection that would violate the arm's length requirement.

Examples of what may violate the arm's length requirement:

- A previous member of the same program or department as the candidate at the same time
- Received a graduate degree from the same program as the candidate at the same time
- A regular co-author and research collaborator with the candidate within the past seven years, and especially if that collaboration is ongoing
- Close family/friend relationship with the candidate
- The candidate's doctoral supervisor

Examples of what does not violate the arm's length requirement:

- Appeared on a panel at a conference with the candidate
- Served on a granting council selection panel with the candidate
- Author of an article in a journal edited by the candidate, or a chapter in a book edited by the candidate
- Presented a paper at a conference held at the university where the candidate is located
- Invited candidate to present a paper at a conference organized by the reviewer or to write a chapter in a book edited by the reviewer
- Received a bachelor's degree from the same university
- Co-author or research collaborator with the candidate more than seven years ago
- Presented a guest lecture at the university of the reviewer
- Reviewed for publication a manuscript written by the candidate

External Review Letters (continued)

- Dean may add names to the list of potential reviewers as well
- list can include generalists as well as sub-field experts
- in cases of interdisciplinary scholarship, clustering groups of external reviewer names by sub-field/discipline is helpful
- earlier these lists are submitted, the better success in yielding best reviewers for the candidate (February for promotion to full; May for tenure/pre-tenure)
- candidate may also submit a list of 1-2 potential reviewers whom they do not want to be contacted

Top Scholarly Works

- for the benefit of external reviewers, candidates should list, with full citations, their most important scholarly articles, publications, or other works
 - pre-tenure review: top 3-5
 - tenure review: top 5
 - promotion to full professor review: top 5 published since tenure
- this document is also helpful for the ECAS T&P Committee

Teaching Observations and Student Review Letters

The ECAS Faculty Senate Working Group on Practices, Policies for Evaluation of Teaching (PPET) has reviewed this process and Office of Faculty has now established the PPET Implementation Committee.

In the meantime:

- one teaching observation letter per semester is recommended
- chair should continue to solicit letters from:
 - all students in 2 undergraduate classes of different levels (such as introductory and advanced)
 - students in two graduate seminars, if applicable
 - all of the candidate's honors, directed research, and graduate advisees
- candidate may not contact students to request these letters

Department Tenure and Promotion Committee

- all tenured faculty members participate in pre-tenure and tenure reviews; for promotion to full professor, all full professors participate in review
- research & teaching
 - departments should establish clear expectations and criteria for excellence
- service
 - satisfactory/unsatisfactory; some service beyond the department for tenure, and more substantial (college, university, profession) for full
- voting process; summary letter encapsulating the outside letters, the discussion, and the vote; templates are available for department chairs on the Office of Faculty site

Notes from the Tenure and Promotion Committee

ECAS Tenure and Promotion Committee

- 3 full professors from each division (natural sciences, social sciences, humanities)
- department chair and advocate (if requested by candidate)
- designated representative presents the case and coordinates the letter writing
 - committee reviews the full file (research, teaching, service), department letter, and external letters
 - candidate statements on research and teaching are read very closely; it is recommended that candidates get feedback from the chair/mentor before submitting this document
 - committee votes
 - committee's vote and recommendation is presented in summary letter to Dean of ECAS

Role of ECAS Tenure and Promotion Committee

- the committee represents the faculty
- it applies the criteria set by the department and oversees ECAS standards and principles for tenure and promotion

Role of Departmental Promotion Committee and Chair

- please, clearly state your criteria
- please, clearly apply those criteria to the specifics of the case
- if there are multiple criteria, only some of which must be met, please identify which were met and how well
- in leading the department's review, directly address ambiguities and weaknesses in the case
 - when a pre-tenure review has occurred, address weakness from the pre-tenure review
 - address critical or vague comments in external evaluations

Strengthening Cases - Scholarship

- clearly explain the candidate's role in and contribution to collaborative research activities, i.e. multiple-author publications
- while joint publication is now common rather than an exception in many disciplines, knowing that doesn't tell us what a particular faculty member has accomplished in a particular publication
 - what did they bring to the project?
 - how important was it to the project?
 - this should be articulated in the research statement and the CV by the candidate, and also addressed by the department committee

Strengthening Cases - Scholarship

- examples of how to clarify scholarly significance
 - people used to think A, but the candidate has made a case for B or A&B
 - we used to understand A in terms of three variables, but the candidate has shown that a fourth variable is also relevant
 - if a candidate explores an understudied author or phenomenon, explain what has been gained by exploring it

Strengthening the Case - Scholarship

- clearly define or explain the reputation of a given press (or journal)
- explain the standing and contribution of public scholarship
- explain the prestige of venues for creative work
- in fields where it is relevant, place citation counts in context
 - citation rates inflated by articles in which the author's contribution was modest or the piece was co-authored with a former advisor or post-doctoral supervisor

Strengthening the Case - Teaching

- build a narrative on the candidate's unique contributions to teaching excellence
- include reflection on how the candidate has developed and improved on their own teaching approaches / innovation
- comment on the range and variety of course taught
- address recurring, negative themes in student evaluations
- address trouble spots in teaching, such as introductory vs. upper division courses

Role of Department Chairs and Advocates during T&P Committee meetings

- the T&P Committee can request to meet with Chairs and Advocates for added clarity and depth
- the T&P Committee wants its recommendation to fully register the strengths of the case and where there seems to be weaknesses, fairly assess their significance
- the T&P Committee can ask to meet even when the case is strong
- As a chair or advocate, please be ready to discuss the case in a detailed fashion, including the status of work that is under review or even in progress

Final Steps in the Tenure and Promotion Process

- Dean of Emory College of Arts and Sciences reviews the full candidate file, recommendation of the T&P Committee, department letter, and external review letters
- when the case is favorable, the Dean writes a letter recommending tenure/promotion to the Provost; the case then goes to the Tenure & Promotion Advisory Committee (TPAC)
- the case moves forward to the President and Board of Trustees for review

Key Dates

For cases to be reviewed during AY 2024-2025

	Promotion to Full Professor Review	Tenure Review	Pre-Tenure Review
Confirmation of Plans	January 15	April 1	April 1
Initial Documents	February 15	May 1	May 1
Scholarship	April 1	June 15	June 15
Teaching and Service	August 1	December 1	December 1

Questions?

dean_of_faculty@emory.edu