

## **Faculty Handbook – Promotion and Tenure: Appendix C.**

### **C. Promotion and Tenure Committee**

#### **Formation of the Promotion and Tenure Committee**

See College Rule 10.81 for how the size and composition of the committee is determined. The outside committee member should be selected soon after the process is initiated.

#### **Communications**

During the review process, communications between the candidate and committee members on matters related to the review should be in writing from the committee chair or the candidate to the Dean's Office, who will contact the other party. These communications occur when:

1. The committee needs additional information and/or material from the candidate to facilitate the review.
2. The candidate wishes to provide the committee with additional evidence supporting their promotion/tenure that was not available when the process was initiated.
3. Either party has other requests for clarification.

#### **Responsibilities of the Promotion and Tenure Committee**

The following are key responsibilities for the Promotion and Tenure Committee:

1. Thoroughly review all the elements of the candidate's academic and professional productivity as documented in the promotion review dossier (see contents below).
2. Generate a list of external reviewers consisting of peers within other academic institutions who can objectively evaluate the significance of the candidate's contributions to their field.
3. Select six or more "arms-length" external reviewers from the list provided by the candidate and the list generated by the committee and contact each of them to determine their willingness to participate in the candidate's review. Following are guidelines for external reviewers:
  - a. A minimum of four letters should be from reviewers not recommended by the candidate.
  - b. In selecting reviewers, the committee should consider the nature of the candidate's contribution in light of the families of research, scholarship, and creative practice recognized in Taubman College (Section B above) and should select reviewers appropriate to the evaluation of the specific case.
  - c. All external reviewers should be at or above the rank of the appointment being considered and should be drawn largely from schools of similar stature. Reviewers should be individuals in the relevant field who can critique a candidate's work and scholarly/creative contributions and be able to provide an unbiased assessment. Tenure track candidates may only have tenure track reviewers.

- d. All external reviewers must be “arm’s length.” Teachers, advisors, mentors, and current faculty colleagues are not “arm’s length.” Persons who served on a candidate’s thesis or dissertation committee are not “arm’s length.” Co-authors, major research collaborators, and former faculty colleagues are also not “arm’s length” unless the most recent association occurred over 10 years prior to the promotion. Letters from persons who do not know the candidate, but who may have a clear sense of the significance of the candidate’s qualifications, are of greater value than those from reviewers who are personally acquainted with the candidate. See UM Office of the Provost [guidelines](#) (scroll to pages 8-9) for guidance regarding criteria for arm’s length reviews. In case of any discrepancy, the provost guidelines regarding arm’s length reviews supersede those listed here.
4. Consider all the letters received from external reviewers, the program chair, and former students as well as teaching evaluation scores and comments.
5. Prepare a written report, using the Promotion and Tenure Report Template in the Faculty Handbook, for the dean and Executive Committee including a recommendation and the rationale for the recommendation. Since the entire report is included in the materials that are sent to the Provost, it should be written for a generalist audience and should avoid jargon.

The Promotion and Tenure committee is encouraged to seek guidance from Dean’s Office staff regarding proposed reviewers in light of Taubman College’s history and experience with them. The Dean’s Office also asks the program chairs to write letters, contacts former students for letters, arranges with the college registrar for course evaluations, and uploads those items into the candidate’s promotion and tenure folder. Dean’s Office staff will review draft reports to ensure reviewer confidentiality and guard against the inclusion of improper information. Except for general oversight to ensure adherence to procedure, the committee will work independently of the dean and Executive Committee, who will refrain from involvement in reviewer selection and report content.

#### **D. Promotion and Tenure Review Process**

The process for review of faculty for promotion and/or tenure involves the following major steps:

##### **Initiating the Process**

Prior to the beginning of the annual promotion and tenure review process, the dean and Executive Committee will review the status of all faculty to determine their eligibility for promotion and/or tenure consideration. In addition, they will accept nominations for promotion/tenure from each program and requests from individuals who seek consideration; in these instances, potential candidates should submit a current CV. Candidates seeking an early review for tenure should also submit a brief statement of up to one page documenting the achievements that would suggest eligibility. All such nominations and requests should be made in writing per the schedule in the Faculty Handbook. Following due consideration, the Dean’s Office will notify each nominee and petitioner per the schedule in the Faculty Handbook whether or not a review will be conducted during the next academic year. In the case of consideration for tenure at the time outlined in the candidate’s contract, this review will be a non-discretionary assessment based only on the candidate’s years in service. Where a candidate seeks early review for tenure, the dean and Executive Committee will also base their decision on an assessment of the prospects for a grant of early tenure. For candidates

seeking promotion to full professor, the Executive Committee may base its decision on the candidate's prospects for a successful review, or may postpone the review in the unusual event that there are not enough faculty to form Promotion and Tenure Committees.

Assistant Professors. Nearing completion of the time outlined in the candidate's contract, an assistant professor will be notified in writing per the schedule in the Faculty Handbook that a performance review will be conducted during the next academic year. An assistant professor may be nominated by a program for promotion at an earlier time or may request early consideration.

Associate Professors. In most cases, faculty holding the title of associate professor will have tenure. With continuing intellectual growth and achievements in teaching, research, and professional work, it can be expected that promotion to full professor would be recommended when the candidate appears to meet the qualifications for promotion to full professor delineated in Section B above. The candidate is encouraged to seek advice from senior colleagues as to the timing of a review for promotion to full professor.

#### **Notification of Decision to Initiate Review**

Once the dean and the Executive Committee agree that a review for a faculty member will take place, the Promotion and Tenure Committee will be informed by the dean in writing to begin its review activities concerning the candidate. The Promotion and Tenure Committee should initiate its activities per the schedule in the Faculty Handbook.

Following notification that a review will be conducted, the faculty member will submit a brief statement of up to one page summarizing the candidate's research or creative practice as well as a list of 2 or 3 suggested names for their outside committee member (if applicable) and 5 to 7 external reviewers per the schedule in the Faculty Handbook. The candidate may be called upon to supply more names of proposed external reviewers during the process. The candidate should proceed to assemble a promotion review dossier (see contents in the Faculty Handbook). The dossier should be submitted to the Dean's Office per the schedule in the Faculty Handbook.

#### **Committee Review**

The Promotion and Tenure Committee should review all material including the dossier and internal and external letters of evaluation. Afterwards, it should prepare a written report, following the Promotion and Tenure Committee Report Template in the Faculty Handbook, to the Dean and the Executive Committee making a recommendation and providing the justification for that recommendation. The report is submitted to the dean and Executive Committee per the schedule in the Faculty Handbook.

#### **Report to the Candidate**

The Dean's Office will provide the committee report with the recommendation redacted to the candidate for review. The candidate has one week after receiving the summary to submit a written response, which focuses largely on correcting any factual errors in the report and pointing out any significant omissions of achievements. The committee will consider modifying the report based on the candidate's response.

**Report to the Executive Committee**

The written report of the Promotion and Tenure Committee forms the basis for further review and judgment by the Executive Committee of the college and should follow the format prescribed by the Executive Committee. It should include an appraisal of all significant evidence, favorable and unfavorable. It should be specific, analytical, and should include the committee's evaluation of the candidate with respect to each of the qualifications specified above. It should be adequately documented by reference to the supporting material. Each faculty member should make his or her own, thoughtful and independent judgment about the candidate. While a collective recommendation may result from these independent judgments, a unanimous recommendation is not required.

**Executive Committee Action**

Upon reviewing the information and documentation provided, the Executive Committee shall make its decision in favor of or in opposition to the promotion and/or tenure. The dean shall forward all promotion and tenure recommendations and favorable promotion recommendations of the Executive Committee and required supporting materials to the provost. In case of a decision not to recommend a candidate for promotion or tenure, the dean and the chair of the Promotion and Tenure Committee will meet with the candidate to verbally communicate the recommendation and the reasons for the decision, and to provide constructive counseling on the major findings and opinions obtained during the review. The purpose is to ensure that candidates receive direct and personal counseling on the positive and negative aspects of their performance.

**University Action**

The Executive Committee's recommendation is reviewed by the university administration, which forwards cases that it reviews positively for consideration by the Board of Regents. Formal notification of successful promotion comes directly to the candidate from the university.

**E. Interim Review**

All persons in the tenure-track rank of assistant professor or associate professor without tenure should have an informal review with the dean, the associate dean of research and creative practice, and their program chair at the end of each academic year, and a formal interim review during their fourth year in rank. The annual review is to provide guidance and feedback to the assistant professor and an opportunity for preparatory discussion of subsequent formal reviews. The formal fourth year review would both provide feedback for the person under review and be the basis of a Taubman College decision to terminate the appointment (with notice of two academic terms) or to extend it for up to four more years (i.e., to a total of eight years maximum).

The process for interim review of faculty involves the following major steps:

**Initiating the Process**

Nearing completion of three years, an assistant professor will be notified in writing per the schedule in the Faculty Handbook that a performance review will be conducted at the start of their fourth year.

Following notification that a review will be conducted, the faculty member will submit up to one page summarizing their research or creative practice together with a list of suggested names for external reviewers per the schedule in the Faculty Handbook. The candidate should prepare a list of 5 to 7 names and may be called upon to supply more. Candidates should proceed to assemble an interim review dossier following the guidance in the Faculty Handbook. The dossier should be submitted to the Dean's Office per the schedule in the Faculty Handbook.

#### **Notification of Decision to Initiate Review**

Once the dean and the Executive Committee agree that a review for a faculty member will take place, the Promotion and Tenure Committee will be informed by the dean in writing to begin its review activities concerning the candidate. The Promotion and Tenure Committee should initiate its activities per the schedule in the Faculty Handbook. The Promotion and Tenure Committee will arrange for at least three external review letters, including at least two from reviewers not suggested by the candidate.

#### **Committee Review**

The Promotion and Tenure Committee should review all material including the dossier and internal and external letters of evaluation. Afterwards, it should prepare a written report, prepared according to the Promotion and Tenure Committee Report Template in the Faculty Handbook, to the dean and the Executive Committee making a recommendation and providing the justification for that recommendation. The report is submitted to the dean and Executive Committee per the schedule in the Faculty Handbook. The interim review should be thorough and, in addition to providing feedback to the assistant professor, it should anticipate, as well as can be done at an early point in a person's career, the outcome of an eventual tenure review. Policies on committee operations, arm's-length reviewers, and report format and content are the same as in Section D above.

#### **Report to the Candidate**

The Dean's Office will provide a summary without the recommendation to the candidate for review. The candidate has one week after receiving the summary to submit a written response, which focuses largely on correcting any factual errors in the report or pointing out any significant omissions of achievements.

#### **Report to the Executive Committee**

The written report of the Promotion and Tenure Committee forms the basis for further review and judgment by the Executive Committee of the college and guidance to the faculty member and should follow the format prescribed by the Executive Committee. It should include an appraisal of all significant evidence, favorable and unfavorable. It should be specific and analytical and should include the committee's evaluation of the candidate with respect to each of the qualifications specified above. It should be adequately documented by reference to the supporting material. Each faculty member should make their own thoughtful and independent judgment about the candidate. While a collective recommendation may result from these independent judgments, a unanimous recommendation is not required.

### **Executive Committee Action**

Upon reviewing the information and documentation provided, the Executive Committee shall make its decision concerning the appointment. The dean will then meet with the faculty member to verbally communicate the decision and the reasons for the decision and to provide constructive counseling on the major findings and opinions obtained during the review.

### **Materials for the Promotion Review Dossier**

Please note the period of review focuses primarily on the time between your current rank to the present. Past work can be referenced to inform your current trajectory but should not be the focus of your dossier.

As a candidate, you will create 3 PDF documents with hyperlinks as necessary:

1. CV and Statements
2. Teaching Portfolio
3. Research/Creative Practice Portfolio

#### **1. CV and Statements PDF**

Please note the CV and Teaching, Research and Service Statements **MUST** be in 8.5X11 portrait format per [provost guidelines](#).

#### Current Curriculum Vitae

*The CV is provided to the Provost's Office and candidates will be provided a chance to provide an updated version in early February with any new accomplishments from the fall semester.*

Please see the [Suggested CV Format](#) document for the recommended format.

#### Statements of Self Evaluation for Teaching, Research/Creative Practice, and Service

Please create three separate statements regarding your teaching, research/creative practice, and service. Additional details are provided below for each statement. Statements should be in a legible font and approximately 3 pages each for research and teaching. The service statement is generally 1-2 pages but may be longer where service figures heavily in the promotion case. *Each of these statements is provided to the provost in the university-level review of your casebook.*

### Teaching Statement

Succinctly describe your teaching in a way that someone outside your immediate area can understand. In doing this, describe:

- Your role as teacher in terms of content areas of teaching and methods used and how your teaching is related to the college's undergraduate and graduate programs in architecture and urban planning.
- Your teaching goals, challenges and accomplishments, and teaching aspirations moving forward.
- Pedagogical or curricular innovations you have brought to your teaching, including inclusive teaching methods.
- Your contribution to student mentorship or, if appropriate, doctoral advising.
- How your teaching is related to your research/creative practice.

### Research/Creative Practice/Scholarship and/or Professional Activity Statement

Succinctly describe your research/creative practice in a way that someone outside your immediate area can understand. In doing this, explain:

- The thrust of the research/creative practice, the underlying philosophy, and the major contributions you have made. Present your contributions in terms of your principal findings or innovations rather than simply describing the areas in which you work or your methods.
- Your authorship position and exact role(s) in collaborative work if relevant.
- The strengths of your research/creative practice work and your future research/creative practice goals.
- The connection between professional activity you perform outside the college and your faculty responsibilities and your future professional activity goals.

### University and Public Service Statement

Succinctly describe what service directly related to your academic and professional role you have provided the college, university, professional or scientific societies and other groups.

- Indicate its relationship to your research/creative practice and teaching.

## 2. Teaching Portfolio PDF

- Complete Table 1 for all course information and evaluation scores. For the teaching evaluation scores, please follow the design and format of the table provided below, as it represents the information and style the Provost's Office requests.
- Complete Table 2 for all dissertation committees you have chaired, co-chaired or were a member of for students within and outside the college.
- Please include any other information pertaining to teaching you wish to include, such as course syllabi, samples of student work, interdisciplinary teaching efforts, independent study courses you have directed, etc. These materials should be carefully edited to

reflect the most important teaching moments and select examples of student work in order to provide a strong summation of your contribution to Taubman College curriculum and pedagogy. Include only the syllabus from the latest year for each course you have taught.

**Table 1.**

**Summary of Formal Teaching and Evaluation Scores**

Current [Teaching Evaluation Table](#) format per Provost

**Table 2.**

**Dissertation Committees (indicate name of co-chair, if applicable)**

See end of document as table doesn't fit well in this format

**3. Research/Scholarship/Creative Work/Professional Activity Portfolio PDF**

- Include material pertaining to disciplinary or interdisciplinary research/creative practice/scholarship and/or professional activity such as book excerpts, published scholarly articles written by you or about you, samples of recognized or juried design work, conference presentations, exhibitions, or installations. In instances of co-authored or co-produced work clearly identify your distinct contribution to the project. Be judicious in your choice of material; edit to avoid redundancy and focus on the most impactful work. When appropriate, emphasize work that is peer-reviewed through publication or design juries or presented in highly regarded journals or venues.

**Anticipated Timeline for Promotion & Tenure Review**

February 15

- Faculty deadline for informing Dean of request for review

March 15

- All faculty requesting a review will be notified of the Executive Committee's decision

April

- Committees are established
- Candidate submits:
  - Draft CV



- Up to one page summarizing the candidate's research or creative practice
- Ranked list of 5-7 names of possible arm's length external reviewers (see definition above)
- Names of 10-15 graduated students with email addresses
- Two or three names of faculty at UM to serve as your additional committee member. They should be at or above the rank of the promotion being considered and within the university but not from the college. One will be selected by the Promotion and Tenure Committee chair, in consultation with the committee members, to join the committee for the purpose of evaluating your case only.
- Promotion and Tenure Committee initiates finding external reviewers.

May – August

- Candidate assembles materials

July 1 (or sooner)

- Submit final CV in Word document format to program chair for review
- Please reference the Suggested CV Format document for the recommended format the college would like faculty to use

First week in September

- Final deadline for candidate to submit casebook materials to Dean's Office
- Late submissions will not be reviewed

September

- Promotion and Tenure Committee initiates its activities

Early November

- Deadline for receipt of external reviewer letters and program chair letters

Mid December

- Committee provides their assessment without the recommendation to the candidate for review. Candidate has one week to respond in writing, if desired

Late December – Early January

- Committee submits final recommendation to Executive Committee

January

- Dean and Executive Committee review recommendation

Mid February

- Recommendations/casebooks due to Provost
- Dean notifies candidates of the Executive Committee's decision

Mid May

- Regents meeting

Mid May

- Dean notifies candidates of the final decision

Mid June

- Newly Promoted Faculty Reception

### **Anticipated Timeline for Interim Review**

Please note the period of review focuses primarily on the time between your current rank to present. Past work can be referenced to inform your current trajectory but should not be the focus of your dossier.

Early April

- Committees are established
  - Candidate submits:
  - Draft CV
  - Ranked list of 5-7 names of possible arm's length external reviewers (see definition above)
  - Names of 10-15 graduated students with email addresses
- Promotion and Tenure Committee initiates finding external reviewers.

May – August

- Candidate assembles materials

July 1 (or sooner)

- Submit final CV in Word document format to program chair for review

- Please reference the Suggested CV Format document for the recommended format the college would like faculty to use

#### First week of September

- Final deadline for candidate to submit casebook materials to Dean's Office
- Late submissions will not be reviewed

#### September

- Interim Review Committee initiates its activities

#### Early January

- Deadline for receipt of external reviewer letters and program chair letters

#### February–March

- Committee provides their assessment without the recommendation to the candidate for review. Candidate has one week to respond in writing if desired

#### February–March

- Dean and Executive Committee review recommendation

#### March–April

- Dean notifies candidates of the Executive Committee's decision

#### Relevant material

[U-M Office of the Provost Guidelines](#)

[Curriculum Vitae template](#)

[Teaching Evaluation Table](#) (scroll to page 6-7)

Promotion and Tenure Committee report template for [promotion/tenure](#) and [interim review/reappointment](#)

[Letter sent to external reviewers](#)

**Table 2.**

**Dissertation Committees (indicate name of co-chair, if applicable)**

Your Role (Chair, Co-Chair, Member)	Student Name	Area*	Thesis Title	Year Degree Granted or Expected

\*In Taubman College give concentration, specialization, and, if appropriate, the field of study. If outside Taubman College, give unit (college, school, and department).