

Pointers for the Promotion and Tenure Process at the University of Delaware
Based on Faculty Panel Discussions
Spring 2005 – Spring 2010

Planning for the Process

- Start planning and preparation from your very first day at the university.
- Recognize that most faculty members work within a five-year time-frame (though you may decide to go up early if your work is recognized as exceptional by your department).
- Familiarize yourself with the Faculty Handbook regarding policies and procedures: Section IV-Personnel Policies for Faculty-University Guidelines for Faculty Promotion and Tenure <<http://www.udel.edu/provost/fachb/IV-D-1-facpt.html>>
- Know the criteria your department uses for promotion and tenure. Consult with your Chairperson so you are up to date on the criteria.
- Use the annual review process, the two-year and four-year reviews as venues to get feedback and input from your Chairperson on what you need to work on or obtain for the P & T process. The two-year and four-year reviews will become part of your dossier.
- Make a plan and follow it.
- Try to be consistent in your work and try to get off to a quick start; keep in mind that the first two years are not a warm-up for tenure. Take advantage of the research semester (year 3 or year 5).
- Don't overcommit on things that don't count.
- Document your professional work such as publications, service to the university and community, courses taught, conference presentations, special assignments, committee service.
- Update your CV frequently – keep your vitae current.
- Work with a faculty colleague who can help guide you through the process.
- Plan to succeed and focus on quality, not minimum requirements.

Documentation

General Guidelines

- Take responsibility for making your best case for promotion and tenure. Don't be shy to highlight your accomplishments.
- Refer to the departmental P&T guide and ask your Chairperson for clarification of expectations.
- Determine, with your Chairperson or Dean, what constitutes faculty work in your discipline. Work toward fulfilling these criteria.
- Save any materials that relate to your professional development.
- Clearly indicate on your CV which materials come for your work at Delaware vs. your work at other institutions.

Teaching Effectiveness

- Collect letters of recommendation and commendation, document special projects, show evidence of your mentoring students after graduation.
- Demonstrate quality planning and course design/organization of student learning.
- Review effective, appropriate instructional method that you have incorporated into your teaching and demonstrate their positive impact on student learning and retention.

Documentation (continued)

Advising Effectiveness

- Collect letters of appreciation or commendation and notes from outside sources. Document the quality of your advising.

Service Activities

- Describe the activities you have been involved in.
- Validate your participation with supporting letters after completion of the activity.

Scholarly, Professional, and Creative Work

- For conference presentations document that presentation was accepted on competitive basis.
- Find out the acceptance level of conference proposals submitted, i.e., how many proposals were submitted vs. how many were accepted.
- Indicate the average number of citations for an article in your field to contextualize your number of article citations; i.e., how frequently your work was cited by others.
- Show where you have developed an area of specialization and thus can generate external funding.
- Organize and summarize your journal articles, particularly if they were authored while at a different institution.
- Document if you have served as conference proposal reviewer.

External Reviewers

- External reviewers play a critical role. Consider both the national and international community of scholars in your field to draw reviewers from.
- Letters from external reviewers are very important and should validate your scholarship. These letters are solicited by someone in the department, typically the Chairperson. You provide the department with names of suggested reviewers; select individuals that are well-known, reputable in the field.
- Reviewers should be familiar with your scholarly work. Make sure you foster these professional contacts early in your professional career.
- Reviewers should be well known and highly visible in the field (submit their CV so the committee will be aware of who they are).
- Reviewers should be at the same academic rank or at a higher rank at an institution of comparable or greater prestige.
- Provide external reviews of any innovative instructional materials, textbooks, and/or student performance data that address both the significance and quality of your work.
- Make sure your review letters are not understated or too personal and friendly. The writer should be professionally detached.
- Reviewers should not be people who you have worked with on projects. Such a prior working relationship would constitute a conflict of interest.
- Begin developing relationships with future external reviewers early and foster them over time.
- Promotion to Full Professor: if you're listing the same external reviewer that you have listed for your promotion to associate professor, please indicate why you have invited the same reviewer again.

Faculty Essay

- Consult others in the department for the proper format.
- Show the significance of your work from your perspective.
- Note the challenges you faced and what you accomplished, the decisions you made and why you made them, and circumstances that promoted or inhibited success.
- Present your rationale for the materials you included in your documentation.
- Show the relationship of your work to the priorities of your department, school/college, institution, and discipline.
- Statement needs to communicate that you are confident to be promoted.

General Guidelines

- Focus on quality of materials not quantity. Don't overwhelm the readers.
- Try to keep the dossier jargon free as readers outside your discipline will review your document.
- Present a well-organized dossier (e.g., arranged in a binder with tabs) that's easy to access.
- Write a summary paragraph for each section.
- Use a table of contents so that the reviewers can find desired material easily and quickly.
- Use the two-year and four-year reviews to note where you are in the process.
- Know that there are few rejections at the University or Provost level in part because of the rigorous two-year and four-year review process.
- Note that the review system at the University of Delaware is transparent. A faculty member can know about the decisions and comments from each committee at every level.
- Show evidence of collegiality.
- Remember that there is no quota on promotion and tenure slots.

Online resources:

<<http://cte.udel.edu/instructional-topics/promotion-and-tenure.html>>

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