

UNIVERSITY *of* HOUSTON

**Promotion and Tenure
Guidelines**

2012-2013

Office of the Provost

TABLE OF CONTENTS

University Policies	Page 3
Procedures for Mandatory Reviews	Page 10
Procedures for Non-Mandatory Reviews	Page 12
Guidelines for Portfolio	Page 13
Electronic Folder Checklist	Page 17

Promotion and Tenure

These policies relate to the renewal or non-renewal of appointments of all tenure track faculty and to promotion actions for all tenure track and tenured faculty members.

Definitions

Tenure

Tenure at the University of Houston is awarded by the Chancellor of the University of Houston System and President of the University of Houston, upon the recommendation of the Provost, under the authority delegated by the Board of Regents and upon the basis of recommendations initiated by departments and reviewed carefully by the colleges, the University Promotion and Tenure Committee, and the Provost. These recommendations result from an assessment of the individual's academic achievement and an estimate of future achievement. Tenure awarded at the University of Houston does not entail tenure at any other university of the University of Houston System. It is awarded on the basis of teaching, research, and service excellence to date, consistent with the mission of the University, and implies a high degree of confidence in the continuation and enhancement of this performance for the benefit of the University. An affirmative decision represents a positive judgment that the individual has contributed and will contribute to the development of excellence in the academic programs at the University of Houston, particularly within the context of the individual's college. Recommendations for promotion and tenure shall be transmitted annually from the Provost to the Chancellor/President, with all supporting documentation submitted by May 1 of each year and shall be effective at the beginning of the succeeding academic year.

Tenure may be granted to faculty members upon the successful completion of a probationary period at the University of Houston. The service of tenured faculty shall be terminated only for adequate cause, except in cases of financial, discontinuance of programs, medical reasons, resignation, or retirement.

Tenure for Non-citizens

In order to be granted tenure, a faculty candidate must either be a citizen of the U.S. or have permanent residence. In order to be considered for tenure, non-tenured tenure-track faculty who are not U.S. citizens must have permanent residence by the end of the spring semester prior to the year in which the tenure review will take place, or must have an approved labor certification/Form I-140 Immigrant Petition for Alien Worker approved by the U.S. Citizenship and Immigration Services (USCIS), if immigrating via sponsored employment. The probationary period will not be extended in the event that a faculty member does not have permanent residence by that time. In the event that the labor certification/I-140 has been approved, and the adjustment of status or consular immigrant visa application is pending, and is simply awaiting approval or availability of an immigrant visa number, the faculty member may be considered for tenure. In the case of those faculty eligible for tenure consideration, tenure, if recommended and approved, will not be granted until such time that permanent residence has been granted by the USCIS.

General Policies

The primary responsibility for faculty review lies within the candidate's department and college. It is, therefore, critical that the departments and colleges set their own criteria and quality standards. The promotion and tenure policies are designed to assure that high standards are maintained and that due process is followed. Due process consists of two elements. First, faculty have the right to know what is expected of them to be promoted and/or tenured. Second, candidates for promotion have the right to be heard, to clarify vagueness, and/or correct factual errors before any recommendation is forwarded to the next level of review. It should be noted that a faculty request for an extension of the probationary period should not reflect negatively on that individual's review for tenure.

The University of Houston policies are guided by principles delineated by the American Association of University Professors. To assure an equitable review, the following policies must be followed at each level and incorporated into departmental and college policies:

- A.** Promotion and/or tenure review is a peer review process. For that reason, only tenured faculty should vote on tenure decisions; only full professors should review and vote on applications for promotion to professor. Exceptions must be stated in the appropriate policies that apply at the departmental or college levels.
- B.** Committee recommendations must be based on written tenure and promotion criteria and standards that have been previously approved by the Provost.
- C.** Committee recommendations must include the name, rank, and title of each member of the review committee. Faculty who vote on a candidate's file at one level may not vote on that candidate a second time at a higher level.
- D.** Committee deliberations shall be conducted in confidence and the committee's findings shared in writing with the applicant or the appropriate administrator.
- E.** Department chairs and deans conduct independent reviews and make written recommendations based on an examination of all portfolio materials, including external letters of review and committee findings.
- F.** Each subsequent review body is responsible for considering any procedural problems it identifies in the prior review and for making every effort to correct any errors caused by those problems.
- G.** Applicants are entitled to a reconsideration of the Chair's, Dean's, and Provost's negative recommendations. Reconsiderations are limited to errors of fact and procedure. Further, applicants are entitled to reconsideration of negative recommendations by the department, college and university promotion and tenure committees. Other avenues of appeal may be available pursuant to department and/or college bylaws.
- H.** Candidates may update their portfolios before the materials are sent to the next level.
- I.** After the Provost's final decision, applicants may initiate a grievance within 30 calendar days of receipt of the Provost's letter.

Probationary Period

The *probationary period* is defined as the time a faculty member spends under annual appointment in a tenure track position prior to being awarded tenure. Tenure track faculty will be notified annually of decisions regarding continuing appointment. The probationary period for tenure shall not exceed seven academic years. The number of years and the terms of the probationary period shall be specified in the appointment letter. If a faculty member begins employment after the beginning of an academic year but prior to the end of the spring semester of that academic year, either the probationary period for that faculty member shall be less than seven years, or the faculty member shall serve in a non-tenure track position for the remainder of that academic year and shall then have a probationary period of seven years. Up to three years of prior full-time collegiate-level teaching at the rank of assistant professor or above may be credited to the probationary period. Credit towards the probationary period of an assistant professor is discouraged since this significantly shortens the length of time the faculty member has to achieve the teaching, research, and service accomplishments necessary to achieve tenure. For probationary appointments the final and mandatory review for tenure shall take place in the year prior to the final probationary year--e.g., year six of a seven-year probationary period. Requests may be made for early consideration of promotion and tenure.

During the probationary period, decisions to renew or terminate appointments or to deny tenure shall be made in accordance with the principles and procedures set forth in this Handbook.

A leave of absence shall not be considered as part of the probationary period for tenure unless a written agreement to the contrary is made between the faculty member and the dean of the college prior to the leave period.

Reviews during Probationary Period

Every tenure-track faculty will be reviewed annually by the department chair or appropriate administrator according to departmental procedures. Additionally, faculty whose appointment letters state that they have at least a four-year probationary period must undergo a thorough pre-tenure review. This review normally is conducted at the beginning of January of the faculty member's third year at the University of Houston. The faculty member must submit a portfolio in accordance with departmental/college policies and criteria for review by the departmental review committee. The committee informs the department chair, who conducts an independent review then writes a letter to the candidate detailing the strengths and weaknesses of the pre-tenure review portfolio. The chair sends a copy of the letter to the dean, who files the letter in the faculty member's personnel file. The letter then becomes part of the mandatory tenure review. Summaries of annual reports should be available to internal reviewers in promotion and tenure cases.

Non-renewal of Appointment of a Tenure Track Faculty Member

The decision not to renew the appointment of a non-tenured tenure track faculty member is not a form of dismissal for cause. Non-reappointment of a tenure track faculty member without tenure does not require justification of professional inadequacy nor is the faculty member affected by the decision entitled to a statement of the reasons upon which the decision for such action is based. The faculty member may grieve the nonrenewal decision to the Provost if the faculty member believes the decision to be a violation of the faculty member's contractual

rights or an infringement upon the exercise of rights guaranteed by the laws or the constitution of this state or of the United States. The grievance must be filed in writing with the Provost within fifteen calendar days of receipt of the notice of nonrenewal. The faculty member may request a personal meeting with the Provost or may elect to proceed in writing only. The Provost's decision on the nonrenewal decision is the final institutional step in this matter and shall not be subject to further review.

The decision to deny tenure shall be made no later than twelve months prior to the expiration of the probationary period, except as provided below. Written notice to the tenure track faculty that a probationary appointment is not to be renewed shall be given to the faculty member by the dean in advance of the expiration of the appointment, according to the following schedule of dates.

- A. For tenure track faculty in the first academic year of the probationary period, notice must be given not later than March 1 that their appointments will end at the conclusion of the current academic year; or, if a one-year appointment expires during an academic year, at least three months in advance of its expiration.
- B. For tenure track faculty in the second academic year of the probationary period, notice must be given not later than December 15 of the second academic year of service that their appointments will end at the conclusion of the current academic year; or, if an initial two-year appointment expires during an academic year, at least six months in advance of its expiration.
- C. For tenure track faculty in the third or later year of the probationary period, notice must be given not later than May 31 of the academic year preceding the academic year in which the appointment is to expire (e.g., non-reappointment at the end of third-year review) that their appointments will end at the conclusion of the terminal appointment.

When a *bona fide* financial exigency or the elimination of a program necessitates the reduction of the number of tenured faculty members, efforts shall be made to place the faculty members in other related faculty assignments.

For University of Houston financial exigency policy, see pages 79-81 of the Faculty Handbook.

Time in Rank

(For a basic definition of these ranks, see pages 42-43 of the Faculty Handbook.)

- A. **Instructors** may be appointed to the tenure track. *(See page 42 of the Faculty Handbook.)* Time spent as an instructor on the tenure track at a specific university in the University of Houston System shall be counted as part of the probationary period. Faculty members may not be awarded tenure at the rank of instructor.
- B. **Assistant professors** shall serve a probationary period not to exceed seven years. Promotion and tenure must be awarded concurrently. If promotion is not granted, the candidate may not be tenured.
- C. **Associate professors** may be appointed with tenure, or alternately shall serve a probationary period not to exceed four years before tenure is awarded. In cases of

exceptional merit, the probationary period specified in the appointment letter may be shortened by the Provost at the request of the dean or appropriate division head.

- D. Promotion from associate to **professor** requires strong evidence of teaching, scholarship, and service as appropriate to the mission of the university. No specified time in rank is required for promotion from associate to full professor.
- E. **Professors** are usually appointed with tenure but may be required to serve a probationary period not to exceed four years, which shall be stated in the appointment letter.

Extension of Probationary Period for Childbirth or Adoption

An untenured tenure-track faculty member who becomes a parent due to the birth or adoption of a child and who is responsible for the primary care of that child will be given upon request a one year extension of the probationary period, with or without a leave of absence. The faculty member is responsible for notifying his/her Department Chair in writing of a request for extension within six months of the birth or adoption of the child. The Department Chair will acknowledge the extension of the probationary period and will inform the faculty member of the revised year of tenure review, with a copy to the Dean who will then notify the Provost's office.

Unless the faculty member expressly declines the extension in writing at the time the notice is given, the probationary period will be extended by one year. The extension of the probationary period may occur at most twice (for a total of two years extension), with each extension occasioned by the birth or adoption of a child, and by timely notice as defined above. Requests for extensions of the probationary period normally will not be considered after March 1 of the academic year prior to the tenure review period.

For purposes of this policy, a child is newborn or, in the case of adoption, under the age of six. Also, a tenure-track faculty member who is responsible for the primary care of the child is one who is responsible for significant and continuous care of his or her newborn or adopted child. If both parents are tenure-track faculty members, only one may qualify as the primary caregiver.

If a faculty member takes a leave of absence, this policy shall be applied in conjunction with relevant leave statutes and policies.

Policy on Extension of the Probationary Period for Emergencies

An untenured tenure-track faculty member has the right to request an extension of the probationary period because of serious illness, family emergencies or other serious personal circumstances. Circumstances that may justify an extension include, but are not limited to, serious illness and injury, or other serious disruptions or unexpected reasons beyond the faculty member's control.

Requests must be made in writing and submitted within six months after the emergency circumstances or personal circumstances occur. The request must be forwarded through the Department Chair and Dean to the Provost. The Provost will inform the dean of his or her decision and the year of tenure review. These decisions should be made as soon as practicable.

Requests for extensions of the probationary period normally will not be considered after March 1 of the academic year prior to the tenure review period.

This policy does not address faculty leave, nor does it affect any existing policy or policies relating to faculty leave.

Criteria and Standards for Promotion and Tenure

University Criteria

The basic criteria and standards of the University of Houston reflect a commitment to academic excellence. It is the expectation that faculty members shall meet the highest standards of their disciplines within the domains of teaching, scholarship, and service. Specifically, candidates for promotion are to demonstrate their effectiveness as teachers and that they have advanced knowledge or creativity in their respective disciplines or made significant creative contributions in their academic areas. This should be substantiated by appropriate publications, reviewed presentations or other appropriate publicly available communications. Service may involve contributions to departmental and college efforts, to campus-wide activities or to external professional organizations.

Criteria by Rank

Promotion to associate professor with tenure requires that faculty members have made high quality contributions to knowledge as a result of their scholarly and/or creative achievements, that they are effective teachers, and they have demonstrated an appropriate level of service. The evaluations of the candidates' portfolios are conducted by peers in the department and/or college with input from external reviewers who have not previously collaborated with the candidates. The evaluation must find that the candidate has demonstrated a commitment to academic excellence and that there is reasonable expectation that the candidate will meet the standard for promotion to professor in due course.

Promotion to the rank of professor requires significant contributions to the candidate's field that have had a scholarly or creative impact beyond the university. The application portfolio will document a record of accomplishments in scholarship/creativity, teaching, and service responsibilities that are distinguished by quality and significance over time.

Local Criteria

Departments and/or colleges are responsible for the application of the criteria and standards for promotion and tenure, consistent with prevailing standards of excellence in their own disciplines. Deans must review and approve written departmental criteria. The criteria and standards must be reviewed and approved by the Office of the Provost and distributed by the college and/or department to its faculty.

University Procedures for Tenure Reviews

Each spring, department chairs and deans review faculty appointment letters and inform all faculty with upcoming tenure reviews that their applications will be considered during the next promotion and tenure cycle. The Provost's Office will issue annual procedures by May 1 to all deans, directors, and department chairs. Before the end of the spring semester, these

administrators should provide the web addresses of the department, college, and university procedures to all non-tenured, tenure track faculty.

Candidates are encouraged to obtain applicable procedures for departmental and college reviews. Procedures for university reviews and for the applicant's portfolio are listed on the Provost's Office website at <http://www.uh.edu/provost/fac/fac-guidelines-docs-forms/prom-ten/>.

Candidates may withdraw their applications for promotion/tenure without penalty at any time during the review process in the College. However, when the reviews are mandatory, the withdrawal must be accompanied by a resignation letter and a signed Separation Form.

Candidates must be advised of a decision not to award tenure at least 12 months prior to the expiration of the probationary period. After the Provost's final decision, should the candidate believe that there were serious procedural violations that subsequent reviews failed to correct, the candidate may file a grievance (*see pages 74-75 of the Faculty Handbook and Appendix F, University of Houston Promotion and Tenure Grievance Procedures*).

University of Houston Promotion and Tenure Committee

Twelve colleges are represented on the University Promotion and Tenure Committee, including: the Gerald D. Hines College of Architecture, the C. T. Bauer College of Business, the College of Education, the Cullen College of Engineering, the Conrad N. Hilton College of Hotel and Restaurant Management, the Law Center, the College of Liberal Arts and Social Sciences, the College of Natural Sciences and Mathematics, the College of Optometry, the College of Pharmacy, the College of Technology, and the Graduate College of Social Work. The Provost selects one faculty representative from each college based on four nominations, two from the Faculty Governance Committee and two from the Dean. Nominees must be tenured, with full professors given preference. Members serve three-year terms with approximately one-third of the membership due for replacement annually.

Promotion and Tenure Procedures

Departmental Reviews

Prior to the Review

Not later than the last working day of January each dean must submit for the Provost's approval his/her Department/School and College promotion and tenure policies and procedures, including all printed statements about guidelines, standards, and criteria.

The candidate is responsible for assembling his/her portfolio, -with the exception of external review letters--uploading all portfolio materials to the University's electronic promotion and tenure site and maintaining a copy of all portfolio materials. See Applicant's Electronic Folder on page 13. The candidate should include in the portfolio the appropriate research, teaching, and service documentation that reflects their achievements.

The department chair is responsible for requesting external review letters for the promotion and tenure candidates. The candidate's electronic folder must contain a minimum of three letters and no more than six letters from external referees, however, all letters received in response to a department's request must be included in the candidate's electronic folder. External reviewers should have achieved senior status (rank of professor) and national recognition. External referees must be scholars who are not former collaborators, mentors, or friends of the candidate. The candidate's electronic folder must contain one sample copy of the request letters to referees, a one-paragraph description of the qualifications of each external reviewer with the relation to the candidate clearly stated, and a list of the nominators of outside reviewers.

In requesting evaluations, the chair should ask the referees:

Does the candidate's work, taken as a whole, constitute a serious and significant contribution to the discipline?

What is your assessment of the candidate's contributions in the areas of research, scholarship or other creative activity?

Is the candidate currently known as a scholar whose work is likely to be known and respected by leaders in the field?

What is the nature of your professional contact with and knowledge of the candidate?

Would the candidate be promoted and/or tenured, as appropriate, at the referee's institution?

Does the referee recommend promotion and/or tenure?

Letters to referees should include a brief description of the candidate's department and its mission. Letters should also specify a date for return of the evaluation. Candidates will not be shown or have access to external letters as part of the promotion and tenure process.

During the Review

Departmental review committees are responsible for reviewing all persons applying for tenure and promotion in the department and for writing a justification of their recommendations.

Department chairs are responsible for conducting an independent review that corrects any errors in the evaluation that were caused by procedural problems within the committee. Chairs write separate letters stating their own evaluations of the candidate. The letter from the department chair should address the strengths and weaknesses of the candidate. Letters containing negative recommendations should explain reasons and specify areas of weakness that justify the negative recommendation. Justification for each recommendation should be clearly and fully stated. Moreover, justifications should address the merits of each individual case and should not be mere summaries or restatements of earlier assessments.

In the event of a negative recommendation, the candidates may ask for a reconsideration of the committee's and/or chair's decisions to rebut statements made or to offer new evidence for the review. The reconsideration may not question the professional judgment of the review body. After a reconsideration, the review body shall respond in writing.

The chair is responsible for ensuring that the committee's votes and their justification, the chair's decisions, and any rehearing letters are included in the candidate's electronic folder prior to the College Review. University policy mandates that no extraneous materials be included in the candidate's electronic folder prior to the College Review. Examples of extraneous materials include letters of support solicited by the candidate, information in the candidate's personnel file, letters from committee members expressing individual or minority opinions, etc.

College Reviews

Prior to the Review

Each college must have written policy statements that govern the promotion and tenure process at the college level. These policies state criteria for tenure and promotion and should give examples of evidence of criteria having been met; college procedures take precedence over departmental policies. In the case of clinical or research faculty, which are non-tenure track positions, differential criteria should be used to distinguish their work from that of other faculty. These differences should be conveyed to the candidates, and their portfolios should set out these distinctions. The policies must be submitted to the Provost for approval by the last working day in January. Once approved, they should be made available to every non-tenured faculty member.

During the Review

College review committees are responsible for reviewing all persons applying for promotion and tenure within the College and for writing a justification of their recommendations. Deans, in consultation with college faculty committees, are responsible for conducting an independent evaluation of each application, correcting any procedural problems during previous reviews, and writing independent recommendations. Letters containing negative recommendations should explain reasons and specify areas of weakness that justify the negative recommendation. Justification for each recommendation should be clearly and fully stated. Moreover, justifications should address the merits of each individual case and should not be mere summaries or restatements of earlier assessments. Those evaluations, along with the vote of the college committee and its written justification for the recommendation, are included in the candidate's electronic folder.

In the event of a negative recommendation, candidates may ask for a reconsideration of the committee's and/or dean's decisions. This process is designed for faculty members to rebut statements made or to offer new evidence. The reconsideration may not question the professional judgment of the review body. After the reconsideration, the review body shall respond in writing.

The dean is responsible for ensuring that the committee's votes and their justification, the dean's decision, and any rehearing letters are included in the candidate's electronic folder prior to the University Review, by the last class day of the fall semester. University policy mandates that no extraneous materials be included in the candidate's electronic folder prior to the University Review. Examples of extraneous materials include letters of support solicited by the candidate, information in the candidate's personnel file, letters from committee members expressing individual or minority opinions, etc.

University Reviews

The University Promotion and Tenure Committee advises the Provost on all promotion and tenure candidates. The committee then provides its recommendation, accompanied by the votes and justification to the Provost, who conducts an independent review. The Provost may seek additional advice from members of his/her staff, the dean, or other appropriate bodies. The Provost informs each candidate of his/her decision.

In the event of a negative recommendation, candidates may ask for reconsideration of the committee's and/or the Provost's decisions, respectively to review errors of fact or procedure. The reconsideration may not question the professional judgment of the review body. After the reconsideration, the review body shall respond in writing to the Provost.

After any reconsideration, the Provost makes final recommendations and provides justifications to the Chancellor/President. The Chancellor/President reviews those recommendations and makes tenure decisions and recommends promotion actions to the Board of Regents, which makes the final promotion decisions. The promotion and tenure actions take effect at the beginning of the following academic year.

Procedures for Non-Mandatory Reviews

Faculty who would like to be considered for a non-mandatory promotion such as from associate to professor should contact the dean's office to obtain a copy of the University Guidelines. The timelines and procedures are generally the same as for Mandatory Reviews.

The review of the portfolio will be conducted as with applications for promotion to Associate Professor, with the exception of the external reviewers. The university recognizes that for promotions from Associate Professor to Professor the external reviewers may know the candidate. However, the department should assure that the reviewers are as objective as possible, in spite of possible professional relationships. Letters to the external reviewers should inquire about the nature of any collaboration. External reviewers should also be asked to evaluate the quality and significance of the candidate's contributions and whether the candidate is known and respected by leaders in the field.

Faculty members undergoing non-mandatory reviews who are unsuccessful may withdraw their applications without penalty at any time during the College-level review process.

Applicant's Portfolio/Electronic Folder

Since the major responsibility for review rests with the department and college, thorough documentation should be submitted by the candidate as evidence for all items claimed in the candidate's vita.

A. Face Sheet

This electronic form should be prepared by the candidate's dean's office.

B. Internal Letters

The candidate's electronic folder should include any department or college committee evaluation reports, letters from chair to dean and dean to Provost, and any appeals letters. University policy mandates that no extraneous letters or materials be included.

Copies of the initial letter of appointment to the university and the results of probationary reviews must be included in the candidate's electronic folder for candidates for mandatory review. For non-mandatory review candidates', documentation of their previous promotions should be included.

Letters from department chairs and deans should address the strengths and weaknesses of the candidate. Letters containing negative recommendations should explain reasons and specify areas of weakness that led to the negative recommendation. Justification for each recommendation should be clearly and fully stated. Moreover, these letters should address the merits of each individual case and should not be mere summaries or restatements of earlier assessments. The dean's letter of recommendation is especially important.

C. External Review Letters

The electronic folder must contain a minimum of three letters and no more than six letters from external referees, however all letters received in response to a department's request must be included in the candidate's electronic folder. External reviewers should have achieved senior status (rank of professor) and national recognition. External referees must be scholars who are not former collaborators, mentors, close personal friends, or relatives of the candidate. The electronic folder must contain one sample copy of the request letters to referees, a one-paragraph description of the qualifications of each external reviewer with the relation to the candidate clearly stated, and a list of the nominators of outside reviewers.

Letters requested from thesis advisors, co-authors, or former students are not considered to be "arm's length" and will not be considered. The chairperson or dean should explain the method for selecting external references and provide the name, title, rank, position, and institutional affiliation of each referee. In requesting evaluations, the writer should ask the referees:

Does the candidate's work, taken as a whole, constitute a serious and significant contribution to the discipline?

What is your assessment of the candidate's contributions in the areas of research, scholarship, or other creative activity?

Is the candidate likely to emerge as a scholar whose work is currently known and respected by leaders in the field? (assistant professors)

What is the nature of your professional contact with and knowledge of the candidate?

Would the candidate be promoted and/or tenured, as appropriate, at the referee's institution?

Does the referee recommend promotion and/or tenure?

Letters to referees should include a brief description of the candidate's department and outline the general direction and/or mission of the department. Letters should also specify a date for return of the evaluation.

D. Candidate's Statement

The candidate may include a brief (no more than three pages) statement, including academic career goals, accomplishments, and directions for future work. The candidate may describe how all facets of his/her career form an integrated, successful profile or the candidate may identify achievements in the areas of teaching, scholarship, and service separately.

E. Vita

The candidate should include a traditional vita with the categories below. Additionally, corroboration of the information in the vita should be included as follows:

1. Teaching and Student Learning

Documentation in this section includes evidence of a commitment to teaching and learning, including:

- a. Student Evaluations of Teaching.** Teaching evaluations of all classes are required by university policy. Student evaluation data should include summaries of teaching evaluations with comparative departmental data. Teaching effectiveness ratings should include all classes taught at the Assistant or Associate level. Candidates for full professor may include only those classes taught since the last promotion or in the last 10 years. Results should be summarized in a single table that includes evaluations for all courses taught and information about the instrument's items and response scale. In programs where individual classes, small studios, or performances are the norm, special care should be taken to assure full and comprehensive teaching evaluations.
- b. Peer Evaluation of Teaching.** Though not required in all departments, candidates may include formal or informal peer assessment of the candidate's teaching effectiveness.
- c. Course and Program Development and/or Revision.** Information about course, curriculum, and program development can provide evidence of a commitment to student learning. The candidate's contribution to course development may be documented with sample course syllabi, teaching-grant proposal abstracts, courseware, cases and simulations, brief descriptions of student projects, examples of modifications for Instructional Television or Internet teaching, etc. Evidence of

program development may include student recruitment, advising, and retention; directing graduate research; interdisciplinary program development, etc.

- d. **Other Evidence of Teaching, Student Learning, and the Scholarship of Teaching.** Candidates may submit evidence that they have facilitated students' success. Examples may include contributions to students who have won awards, letters from community members who have benefited from student projects or internships, and other evidence that the candidate contributed to student learning. This section may also contain evidence of the candidate's commitment to enhancing his/her teaching ability. Professional development activities, scholarly approaches to evaluating teaching effectiveness, teaching excellence awards, and guest lecturing or team teaching or recruiting quality students should also be documented here.

2. Research, Scholarship and Other Creative Productivity

The research mission of the University of Houston is to create, discover, disseminate, and preserve knowledge and understanding by engaging in basic and applied research and scholarly and artistic activities that benefit students, scholars, and external constituencies. The following categories are suggested for candidates to document how they have carried out the university's research mission.

- a. **Scholarly/Creative Work:** Completed works should be listed in the following order: books, monographs, journal articles (refereed journals should be marked with an asterisk), refereed proceedings, book chapters, other papers, juried exhibits, shows, recitals, awards, etc. Within each of these sections, the citations should be listed in reverse chronological order (starting with the most recent). Articles should be cited following the discipline style sheet and must include the exact title and the names of any co-authors in the order in which they appeared in print, and the page length. Citations of creative presentations must be listed as on public announcements. For exhibits, shows, recitals, etc., the information forwarded must include the dates and nature of the event(s). Copies of programs and reviews, if any, of each creative activity are also desirable. Works actually in press as well as works accepted or under review are to be listed below.
- b. **Articles Accepted for Publication:** Include works in press and works accepted for publication.
- c. **Representative Works:** Reprints of articles, published reviews, programs, and other substantial scholarly/creative products should be sufficient to demonstrate the scope and quality of the candidate's scholarly activities. Include samples of printed material, pictures of artistic creations, reviews, and other related items in the candidate's portfolio. Do not send books, compact discs, or other valuable samples to the Provost's Office.
- d. **Published Reviews:** Copies of relevant reviews.
- e. **Other Work Products:** One copy of other substantial work products (e.g. books, slides of artistic creations, etc.).

- f. **Technical Reports:** The listing should specify the title, date, and length of the document, and the sponsoring agency or individual.
- g. **Research Proposals:** The following information should be included for each proposal:
 - (1) Name of the principal investigator and all co-investigators;
 - (2) Title of the grant proposal;
 - (3) Funding agency; and
 - (4) Amount requested
- h. **Research Grants:** The following information should be included for each grant:
 - (1) Name of the principal investigator and all co-investigators;
 - (2) Title of the grant proposal;
 - (3) Funding agency;
 - (4) Amount of the grant; and
 - (5) Time period of the grant.
- i. **Major Work(s) in Progress:** The information provided here should comment on the nature of the work(s) and identify anticipated date of completion. The solicitation letter to external evaluators should specifically request an assessment of major work(s) in progress.
- j. **Other Indicators of Scholarly Creative Work:** List book reviews, editorial contributions, citations, research awards, and other indicators of contributions to the discipline/profession, cited in the format of the discipline's style sheet.

3. Service

The candidate should provide a complete listing with documentation of the categories below.

- a. **Service to the Department, College, and University:** List committee membership, administrative roles, and other contributions to the university.
- b. **Service to the Profession/Academic Discipline:** Describe activities that strengthen the profession, including leadership in professional organizations.
- c. **Service to the Community or Public:** Document public involvement that is related to the candidate's area of expertise, including speeches, expert advice to community organizations, donations of creative or scholarly efforts to public institutions, consultations with private organizations, etc.
- d. **Other Contributions:** The candidate may provide evidence of other significant contributions that advance the profession/discipline.

CHECKLIST

I. INTERNAL LETTERS

- A. _____ UH appointment or promotion letter
- B. _____ Probationary review letter(s)
- C. _____ Extension of probation letter
- D. _____ Dean, including a statement of expectations
- D1. _____ Dean - appeal
- D2. _____ Dean - candidate appeal materials
- E. _____ College Committee
- E1. _____ College Committee - appeal
- E2. _____ College Committee - candidate appeal materials
- F. _____ Department Chair, including a statement of expectations
- F1. _____ Department Chair - appeal
- F2. _____ Department Chair - candidate appeal materials
- G. _____ Department Committee
- G1. _____ Department Committee - appeal
- G2. _____ Department Committee - candidate appeal materials

II. EXTERNAL REVIEWS (minimum of three "arm's length"; six maximum)

- A. _____ Statement of process for selecting outside reviewers
- B. _____ Sample copy of letters of request to reviewers
- C. _____ One paragraph (1/2 page maximum) summary of the qualifications of each external reviewer (no CVs)
- D. _____ Letters from outside reviewers

III. _____ CANDIDATE'S STATEMENT of accomplishments in teaching and student learning, scholarly/creative contributions, and professional service

IV. _____ CANDIDATE'S CURRICULUM VITAE

A. TEACHING AND STUDENT LEARNING (LISTING MAY VARY BY COLLEGE)

- 1. _____ Evaluations of teaching: summary table of student evaluations with comparative data (no raw data); teaching evaluation procedures and questionnaire; peer teaching evaluations
- 2. _____ Course and program development and/or revision
- 3. _____ Evidence of student learning
- 4. _____ Other evidence of the scholarship of teaching

B. SCHOLARSHIP AND OTHER CREATIVE CONTRIBUTIONS (LISTING MAY VARY BY COLLEGE)

- 1. _____ List work in the following order: books, monographs, articles (refereed articles marked with an asterisk), juried exhibits, shows, recitals, etc. (include works in press). Document work with representative reprints, published reviews, programs, and other substantial scholarly/creative products
- 2. _____ List funded grants and contracts
- 3. _____ Other indicators of scholarly/creative contributions (scholarly presentations, other publications, editorial work, published courseware, citations, technical reports, major work in progress, etc.)

C. SERVICE (LISTING MAY VARY BY COLLEGE)

- 1. _____ Department, College, and University
- 2. _____ Profession/Academic Discipline
- 3. _____ Community/Public
- 4. _____ Other evidence of professional service

**Promotion & Tenure Review Schedule
2012-2013**

ACTION	TO BE COMPLETED NO LATER THAN	STATUS
Deans notify faculty for whom there will be mandatory reviews and provide them with a timeline and college guidelines for promotion and tenure.	Second Monday in May (5/14/12)	
Deans submit electronic face sheets for tenure and promotion candidates	Second Monday in May (5/14/12)	
Faculty members submit CVs and representative works for external reviews.	Second Monday in June (6/12/12)	
Chairs/Deans request external reviews.	Last working day in June (6/29/12)	
Department committees, department chairs, college committees, and deans determine review guidelines and schedule review deadlines for possible negative recommendations.	First Monday in August (8/6/12)	
Candidates complete electronic dossiers for on-campus review.	Second Monday in August (8/13/12)	
Department committees complete reviews; candidates are notified of recommendations; dossiers are forwarded to the college.	Last Monday in September* (9/24/12)	
If the department committee and/or chair recommend a negative decision, offer the candidate the opportunity for reconsideration.	Prior to last Monday in September* (9/24/12)	
College committee completes reviews; candidates are notified of recommendations; recommendations are forwarded to the dean.	Second Monday in November* (11/12/12)	
If the college committee recommends a negative decision, offer the candidate the opportunity for reconsideration.	Prior to second Monday in November* (11/12/12)	
Dean completes review; candidates are notified of recommendations; dean submits promotion and tenure materials to the Office of the Provost.	Last class day of fall semester* (12/7/12)	
If the dean recommends a negative decision, offer the candidate the opportunity for reconsideration.	Prior to last class day of fall semester* (12/7/12)	
University Promotion and Tenure Advisory Committee organizational meeting takes place.	After last class day of fall semester (12/7/12)	
Dean submits for Provost's approval any proposed revisions of college, school, department P&T policies and procedures.	Last working day in January (1/31/13)	
University Promotion and Tenure Advisory Committee forwards recommendations to the Provost.	Last Monday in February (2/25/12)	
In case of a negative mandatory tenure decision, President/Chancellor notifies faculty member of decision for non-renewal of contract.	Last working day in May (5/31/13)	
Tenure and promotion decisions become effective.	September 1, 2013	

*Review should be conducted sufficiently early to allow time for reconsideration prior to this date.