

**UMASS LOWELL**

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**PROMOTION & TENURE COMMITTEE PREPARATION**

SEPTEMBER 23, 2024

# THANK YOU FOR SERVING

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The granting of tenure is the single most important personnel decision made by the University. Tenure, once attained, shall confer upon the individual the right to hold their position and not to be removed there from except as provided through due process and for just cause. Barring unforeseen circumstances, tenure obligates the University to the employment of an individual for the balance of their professional life.

# PROFESSIONALISM IN THE PROCESS

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- Faculty who serve on review committees are obliged to fully inform themselves concerning the credentials and qualifications of candidates.
- The promotion and tenure process is a confidential personnel matter. No reviewer should discuss or disclose proceedings of committee meetings or documents associated with the process outside the appropriate convenings.

## OF NOTE IN THE 2024-25 CYCLE

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- Optional tenure delay due to COVID continues
- Optional COVID statement may be included by candidates
- Gap in mandatory student evaluations due to COVID

# IMPORTANT DATES

Review level	Access to file share begins	Candidate responses (to previous level) due	Committee meets	Committee letters due
DPC	10/07/24	N/A	Committee determined	10/28/24
CPC	11/12/24	11/19/24	Committee determined	12/02/24
URT	01/13/25	01/20/25	02/06/25 & 02/07/25	02/18/25

# MEMBERSHIP VOTING

- Committee members can vote at rank or below.
  - Only Full Professors (both tenure or teaching/clinical track) vote on cases of faculty seeking promotion to Full Teaching or Full Clinical Professor.
- A rank eligible teaching or clinical faculty member must be present to vote on teaching or clinical track candidates.
- One person – one vote.
  - Chairs do not serve on DPCs for matters of promotion & tenure.
  - CPC members will recuse themselves from votes for faculty members from their own department.
  - URT members will recuse themselves from votes for faculty members from their own college; the Provost serves on but does not vote in URT.

# COMMITTEE PRACTICES

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- CPC members will present faculty candidates from their own department in order to carry forward insights from the DPC discussion, **but will not participate in the vote.**
- Similarly, URT members will present faculty candidates from their own college **but will not participate in the vote.**
- Committee members not present for the discussion may not participate in the vote.
- Committee chairs should plan the order of review and provide a brief break between candidate ranks to allow non-eligible members to make their exit.
- Each committee should determine meeting protocols in advance—**more in a moment on meeting protocols.**

# CRITERIA FOR EVALUATION



# CRITERIA FOR PROMOTION TO ASSOCIATE TEACHING/CLINICAL PROFESSOR

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In considering a candidate for promotion to Associate Teaching Professor or Associate Clinical Professor, the criteria for promotion are:

- **excellence in teaching and excellence in service**

# CRITERIA FOR PROMOTION TO FULL TEACHING/CLINICAL PROFESSOR

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Criteria for consideration of a candidate for promotion to Full Teaching/Clinical Professor, as differentiated from promotion to Associate Teaching/Clinical Professor:

- The criteria for promotion are **excellence in teaching and excellence in service**.
- The candidate should demonstrate growth in leadership in matters of pedagogy and in service, particularly in relation to teaching and learning.

# CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

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Consideration of a candidate for tenure shall be based on the following:

- a. Convincing evidence of **excellence in research, creative or professional activity and teaching and strength in service** such as to demonstrate the possession of qualities appropriate to a member of the faculty occupying a permanent position.
- b. Reasonable assurance of continuing development and achievement leading to further contributions to the University.

# CRITERIA FOR PROMOTION TO FULL PROFESSOR

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Criteria for consideration of a candidate for promotion to Full Professor, as differentiated from promotion to Associate:

- A continued record of accomplishments for research/scholarship,
- Long-term, successful teaching
- Most importantly, wide recognition by learned societies or professional associations for demonstrated achievement of leadership in the discipline or professional area.

Sustained levels of achievement in research and teaching, and demonstrated leadership in service.

# VOTING SPECIFICATIONS

Promotion to Associate Professor with tenure and cases of tenure only:

- Separate votes for research, teaching, and service
- Requirement: excellence in research and teaching, strength in service
- Candidates must meet each of those requirements to be recommended

Promotion to Full Professor:

- Holistic vote -- recommend or do not recommend

Promotion for Teaching and Clinical faculty (either to Associate or to Full):

- Separate votes for teaching and service
- Requirement: excellence in teaching and service
- Candidates must meet each of those requirements to be recommended

## SAMPLE BALLOTS FOR PROMOTION AND/OR TENURE CASES BY TYPE

### Promotion to Associate Teaching Professor or Associate Clinical Professor

Teaching – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

Service – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

**Note:** To provide a favorable recommendation, the criteria are Excellence in Teaching and Excellence in Service.

### Promotion to Full Teaching Professor or Full Clinical Professor

Teaching – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

Service – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

**Note:** To provide a favorable recommendation, the criteria are Excellence in Teaching and Excellence in Service.



**Promotion to Associate Professor with Tenure or Tenure Only at the Rank of Associate or Full.\***

Research, Creative, or Professional Activity– choose one:

- Excellent
- Strong
- Less than strong
- Abstain

Teaching – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

Service – choose one:

- Excellent
- Strong
- Less than strong
- Abstain

**Note:** To provide a favorable recommendation, the criteria are Excellence in Research, Creative, or Professional Activity; Excellence in Teaching; and Strength in Service.

**Promotion to Full Professor**

- Yes
- No
- Abstain

**Note:** To provide a favorable recommendation, the candidate must meet the minimal criteria outlined in the contract.

\* You may occasionally have a faculty member applying for tenure at the rank of Full Professor. In those cases, committees should conduct separate votes for tenure and for promotion. Committees can use the tenure ballot, voting separately on the three criteria, and also the simple “Promotion to Full Professor” ballot. Be sure the letter specifies that both votes were taken, and the vote counts on each item.





**ADVANCE**



Office for Faculty Equity & Resilience





# Recommended Personnel Protocol\*

Increasing transparency & equity in personnel decisions

\* Note: These are guidelines based on best-practices; they are not required



**ADVANCE** 

Office for Faculty Equity & Resilience

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## Mission

To promote an equitable, inclusive, and empowering environment in which ALL faculty receive support, resources, and opportunities to thrive.

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## Individual

- Access to external mentors
- Collaborative mentoring programs
- Promoting representation

## Interpersonal

- Awareness raising
- Bystander workshops and dialogues
- Community building

## Departmental

- Departmental consultations
- Service equity initiatives
- Department Chair development

## Structural

- University-wide work climate assessments
- Family-Friendly Campus collaboration
- Policies and procedures to promote equity



# What is implicit bias ...

- Implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.
- These biases are not explicitly expressed or consciously held, which makes them different from explicit biases that are consciously held and expressed.
- Implicit bias can influence our perceptions, judgments, and behaviors in subtle ways, often without us being aware of it.

# How implicit bias matters ...

- Implicit bias can influence various aspects of decision-making, including hiring, promotions, academic evaluations, and resource allocation.
- When unchecked, bias can lead to disparities in opportunities and outcomes for different individuals or groups and compromise meritocracy
- Implicit bias poses a challenge to efforts aimed at promoting diversity and inclusion and hinder initiatives to make meaningful and lasting change.

# Mitigation Strategies

Addressing implicit bias involves creating awareness, implementing training programs, and establishing systems and processes that minimize the impact of bias on outcomes. Recognizing and actively working to counter implicit bias is essential for promoting fairness, diversity, and inclusion in various aspects of society.

Here are some strategies that can be employed to address implicit bias:

## Raise Awareness

- Acknowledge that implicit bias exists and can impact decision-making.
- Provide education and training on implicit bias, diversity, and inclusion.
- Regularly review and assess institutional policies to identify and address potential sources of bias.
- Be open to modifying policies and procedures based on feedback and evolving best practices.

# WHY A PERSONNEL PROTOCOL?

Bias proliferates when ...

- ❖ Process is ambiguous
- ❖ Appraisal is hasty rather than deliberative
- ❖ Accountability is lacking

*See Heilman & Haynes, 2004 for review*

# The equity challenge...

- ❖ Reduce ambiguity → develop explicit evaluation criteria
- ❖ Enhance appraisal procedure → follow reflective steps
- ❖ Increase accountability → ask individuals and require committees to articulate reasoning



# A RECOMMENDED PROCESS FOR UMASS LOWELL

- ❖ Grounded in scholarship on mitigating bias in decision making
- ❖ Builds on the process developed by FAHSS chairs in 2015
- ❖ Adapted to adhere to MSP faculty contract updates

# OVERVIEW OF PROCESS

I. Before the meeting → Preparation

II. During the meeting → Decision Making Process

III. After the meeting → Committee Letter

# I. BEFORE THE MEETING → PREPARATION

## ❖ Step 1: Review

- Individually review materials / dossier – notes can be very helpful

## ❖ Step 2: Your Initial assessment

- Determine your initial assessment (without others' influence) for each element of the vote on the relevant ballot
- Use specific evidence to support your assessment

# OVERVIEW OF PROCESS

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Start with research

(if applicable)

# II. DECISION MAKING PROCESS

Step 1: Share your one-word initial assessment  
re: Research

**TIPS!**  
Remind re:  
confidentiality

Everyone voting → share  
**ONE WORD** initial rating

**NOT** bound by initial  
rating nor are they  
recorded

- I think this candidate's research is...



# Reflection...Why one word?

- Gauge temperature of the room
- Provide guidance on nature of conversation to follow
- Prevent people from \*hiding in anonymity\*

# II. DECISION MAKING PROCESS

Step 1: Share your one-word initial assessment re:  
Research

Step 2: Discuss as a group

- Share evidence for initial rating
- Ask clarifying questions
- Goal is not consensus → rather to consider all evidence and make a judgement based on that evidence

- I think this candidate's research is...

Here is what impresses me about her recent publications...

She has a good balance between solo and collaborative work, but her specific role in the collaboration is not clear.

I have some doubts about her project two years ago.





# Repeat Process

Next → TEACHING

Next → SERVICE

TIP!

Start with someone new and/or  
change the order

# II. DECISION MAKING PROCESS

**CONFIDENTIAL  
VOTE**

**TIP to Chairs!**  
Preparing ballots ahead of  
time helps ensure that  
everyone answers all of the  
questions.

Promotion to Associate Professor  
with Tenure

**RESEARCH**

- Excellent
- Strong
- Less than strong
- Abstain

**TEACHING**

- Excellent
- Strong
- Less than strong
- Abstain

**SERVICE**

- Excellent
- Strong
- Less than strong
- Abstain

**Reminder:**  
To provide a favorable recommendation, the criteria  
are:

- Excellence in Research
- Excellence in Teaching
- Excellence or Strength in Service

The ballot format is specific  
to the promotion type.



## II. DECISION MAKING PROCESS

### **CONFIDENTIAL VOTE**

***Remember! \****

#### **Criteria (Contract) for Tenure Track promotions**

- Excellence in Research **AND** Teaching
- Strength in Service

#### **Criteria (Contract) for Teaching Professor Promotions**

- Excellence in Teaching
- Excellence in Service

*\*Per MSP Contract*

# OVERVIEW OF PROCESS

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# III. COMMITTEE LETTER

## **DETAILS & REASONING REQUIRED**

- **Chair or designee drafts letter**
- **Careful attention to Provost's directions (to follow)**
- **All who discussed the case should review the letter prior to signing and confirm the letter is complete and accurate**

**Ensure that your efforts to reduce bias in the review process continue into the letter writing.**

You will be receiving our “Best Practices” document soon ...  
Please implement that with your committee members.

And more info can be found at  
ADVANCE Office of Faculty Equity & Resilience  
[Personnel Protocol](#)

Questions?

# COMMITTEE LETTERS

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All committee letters should:

- refer to external reviewers only by number provided
- use the descriptors “excellent” and “strong” only in the contractual sense
- reflect the committee vote, including majority and minority positions
- include the final vote tally
- include a list of committee members  
(note rank and voting eligibility on the particular case; note if absent)
- be reviewed and signed  
(DocuSign recommended; a single signature sheet with all members' signatures is acceptable)
- be sent to [pandt@uml.edu](mailto:pandt@uml.edu) for upload as soon as available
- DPC letter **deadline**: 10/28/24 - CPC letter **deadline**: 12/02/24

# TECHNOLOGY UPDATES

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- Simplified Share Point site has replaced the P&T File Share (VPN no longer needed).
- DocuSign P&T Power form is available for DPC/CPC Chairs to gather committee member signatures.



# UNIVERSITY RANK AND TENURE COMMITTEE

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- URT will meet on Feb. 6 & 7, 2025, 9 a.m.-5 p.m.  
**Important Reminder: CPC Chairs serve on URT, so mark your calendars!**
- In any case where the vote is not unanimously positive, the member from the candidate's college will draft the committee recommendation.
- Members review and sign all completed letters via DocuSign.
- Letters must be emailed to candidates by 02/18/25.

# *Questions and discussion*

For file share instructions, the P&T calendar, guidelines, and other information, please visit [www.uml.edu/pandt](http://www.uml.edu/pandt)

For additional questions, contact [pandt@uml.edu](mailto:pandt@uml.edu)