2023-2024 Promotion Cycle:
Quick Tips and Updates
For Department Heads
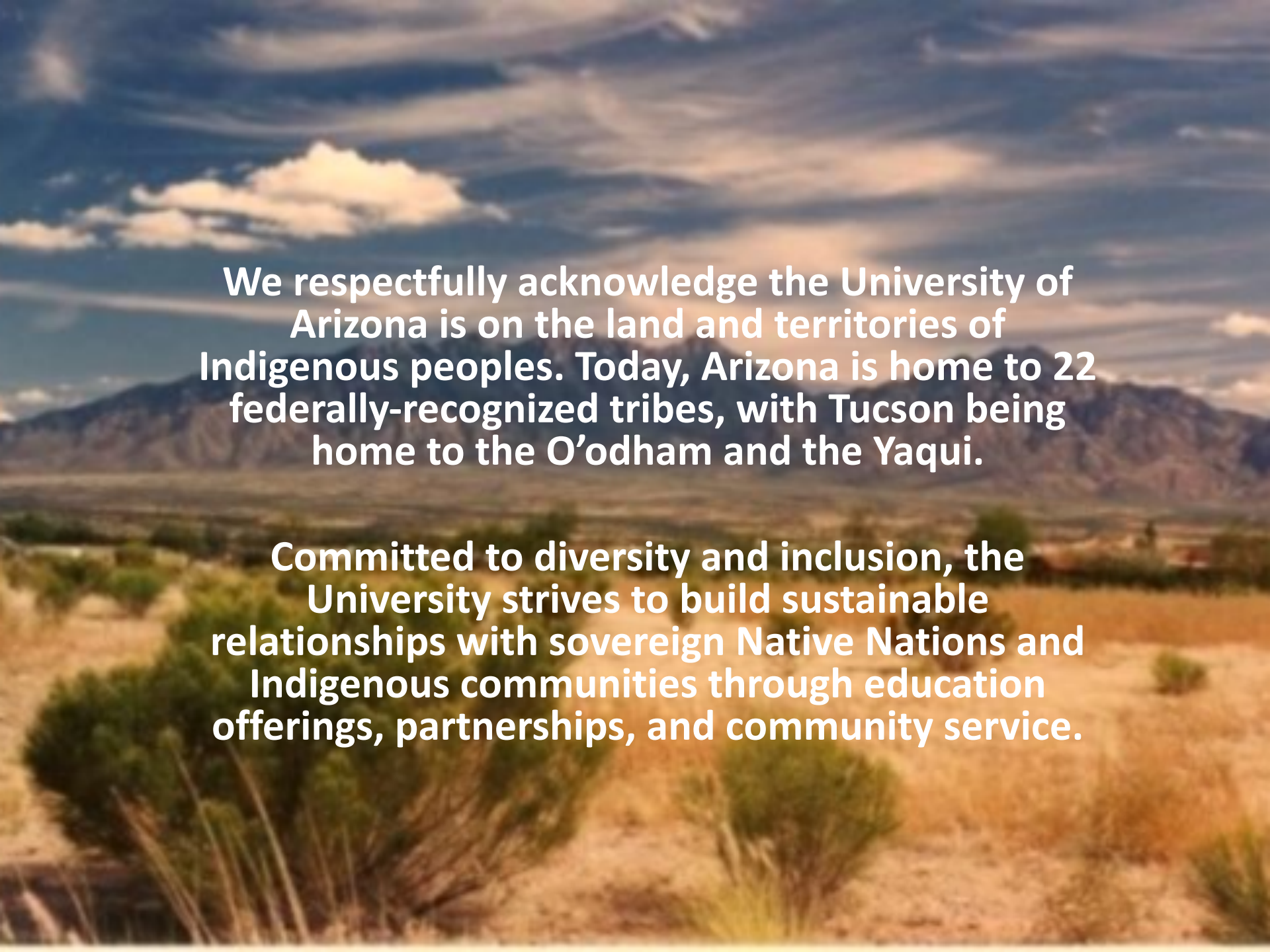
Faculty Affairs

facultyaffairs.arizona.edu

THE UNIVERSITY OF ARIZONA

We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally-recognized tribes, with Tucson being home to the O'odham and the Yaqui.

Committed to diversity and inclusion, the University strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.

Faculty
Affairs Vision

- To nurture a humanistic approach to faculty activity that fosters excellence, equity and impact.

- We aspire to high levels of accountability, efficiency, and transparency.

- To promote understanding of the role and contributions of faculty.

- To adhere to the fundamental values of our land grant institution and R1 status.

Outline

- Updates for the 2023-2024 Cycle

- Mistakes to Avoid

- Resources & Policy Links

2023-2024 Updates

Summary of Updates for the 2023-24 Cycle

No Changes

- Section 2A, 3, 4A 5, 7A, 10A, & 11

Changes/Updates

- Section 1, 2, 4, 4B, 6A, 7, 8, 9, 10

The Promotion Dossier

Section #	Title	Prepared By
Section 1:	Summary Data Sheet	Dept. Admin/Head/Director Candidate
Section 2; 2A:	Summary of Candidate's Workload of Assignment & Pandemic Impact Statement	Dept. Admin, Head/Director & Candidate
Section 3:	Dept. & College Criteria (brief version)	Dept. Administration
Section 4, 4A, 4B:	Curriculum Vitae List of Collaborators Representative Work	Candidate
Section 5:	Candidate Statement	Candidate
Section 6, 6A, 6B:	Teaching Portfolio and Resources Information on Teaching & Mentoring Supporting Documentation	Candidate
Section 7, 7A, 7B:	Portfolio for Leadership, Extension, Service & Innovation	Candidate (optional)
Section 8:	GIDP Membership and Description of Contributions	Candidate (optional), GIDP Chair & Dept. Committee
Section 9:	Peer Teaching Observation Provost Award for Innovations in Teaching Nomination	Dept. Committee
Section 10, 10A, 10B:	Letters from Independent External Reviewers Letters from Collaborators	Dept. Head/Director
Section 11:	Recommendations *(from Internal Reviewers)*	Dept., College & Univ. Levels

Section 1:
Summary Data Sheet

[2023-24_01_PT_Summary Data Sheet.pdf (arizona.edu)](arizona.edu)

PROMOTION AND TENURE 2023-2024

SECTION 1: SUMMARY DATA SHEET

DATE:

NAME:

PREFERRED PRONOUNS:

EMPLOYEE IDENTIFICATION NUMBER:

CURRENT TITLE:

HOME DEPARTMENT:

COLLEGE:

CAMPUS ADDRESS:

UA BUILDING: ROOM #   PO BOX#

SHARED APPOINTMENT:

SHARED: THE CANDIDATE'S BUDGET/SALARY LINE IS SPLIT BETWEEN TWO OR MORE DEPARTMENTS. INCLUDE APPENDIX A: CHECKLIST FOR SHARED APPOINTMENTS

TERMINAL DEGREE:

MONTH/YEAR OF TERMINAL DEGREE:

FINAL YEAR OF TENURE ELIGIBILITY:

TENURE-ELIGIBLE (TE) ONLY

TITLE FOR WHICH YOU ARE APPLYING:

FACULTY TRACK:	☐ TENURE-ELIGIBLE	☐	TENURED
REVIEW TYPE:	☐ 3RD YEAR RETENTION	☐	MANDATORY REVIEW
TITLE:	☐ PROMOTION TO ASSOCIATE RANK WITH TENURE (PT)		

☐ PROMOTION TO ASSOCIATE RANK WITH TENURE (PT)
(VOTES ON PT ARE NOT SEPARATED FOR CANDIDATES CONSIDERED FOR PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE)

☐ PROMOTION TO FULL PROFESSOR WITH TENURE (PFT)
(VOTES CAN BE SEPARATED FOR CANDIDATES CONSIDERED FOR PROMOTION TO FULL RANK WITH TENURE)

☐ TENURE ONLY, NO PROMOTION IN RANK

☐ PROMOTION TO FULL PROFESSOR RANK

EMPLOYMENT ELSEWHERE AFTER TERMINAL DEGREE

INSTITUTION	DATES	RANK/TITLE

EMPLOYMENT AT THE UA

INSTITUTION	DATES	RANK/TITLE

SECTION 1: SUMMARY DATA SHEET

DATE:

NAME:

PREFERRED PRONOUNS:

EMPLOYEE IDENTIFICATION NUMBER:

CURRENT TITLE:

HOME DEPARTMENT:

COLLEGE:

CAMPUS ADDRESS:

UA BUILDING: ROOM #   PO BOX#

TERMINAL DEGREE:

MONTH/YEAR OF TERMINAL DEGREE:

FACULTY TRACK:	☐ CT LECTURER	☐ CT CLINICAL PROFESSOR	☐ CT RESEARCH PROFESSOR	☐ CT PROFESSOR OF PRACTICE

REVIEW TYPE AND TITLE:

PROMOTION TO CT SENIOR LECTURER

PROMOTION TO CT PRINCIPAL LECTURER

PROMOTION TO CT ASSOCIATE CLINICAL PROFESSOR

PROMOTION TO CT ASSOCIATE RESEARCH PROFESSOR

PROMOTION TO CT ASSOCIATE PROFESSOR OF PRACTICE

PROMOTION TO CT FULL CLINICAL PROFESSOR

PROMOTION TO CT FULL RESEARCH PROFESSOR

PROMOTION TO CT FULL PROFESSOR OF PRACTICE

TRACK TRANSFER TO:	CT LECTURER	CT ASSISTANT CLINICAL PROFESSOR
	CT ASSISTANT RESEARCH PROFESSOR	CT ASSISTANT PROFESSOR OF PRACTICE

EMPLOYMENT ELSEWHERE AFTER TERMINAL DEGREE

INSTITUTION	DATES	RANK/TITLE

EMPLOYMENT AT THE UA

INSTITUTION	DATES	RANK/TITLE

Section 2
Workload

Section 2: Workload Assignment
Prepared by Department Head/Director – NOT EVALUATIVE

SECTION 2: SUMMARY OF CANDIDATE'S WORKLOAD ASSIGNMENT - TENURE-TRACK AND CONTINUING TRACK

FOR:

DEPARTMENT/SCHOOL OF: **FTE:**

Period in current rank only. Duties for the period 2016-2017 through 2023-2024 have been distributed as follows:

Academic Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Teaching%								
Research, Scholarship and Creative Activity%								
Service% *Internal and External*								
Administrative Service%								
Clinical Service%								
Extension%								
Other Professional Activities%_____ *Name and see below to describe activity. (For CE and CS only.)*								
Clock Delays or Leave(s)*								
Total	100%	100%	100%	100%	100%	100%	100%	100%

*Do not include percentages for years in which candidates were on leaves without pay and did not have assigned duties, but do include percentages for years with clock delays or sabbatical leave to recognize candidates' assigned duties. Use an asterisk for years with delays. List sabbaticals as "SABB" and leaves without pay as "LWOP."

Requirements to meet departmental expectations for TEACHING:

Example: 40% teaching means approximately four 3-unit courses each academic year. This should correspond to general expectations in the department/ unit. Do not list specific course numbers, student names, etc.

Requirements to meet departmental expectations for RESEARCH, SCHOLARSHIP or CREATIVE ACTIVITY:

Example: 40% research, which means an active research program that produces publishable research and/or tools or instruments that contribute to such research and grants. Do not list research projects, grants, or any information that specifically relates to the candidate's activities, as opposed to general expectations in the department/unit.

Requirements to meet departmental expectations for SERVICE:

Example: 20% service, which includes service to the department/unit and university, participation or leadership in national or international scientific organizations or advisory groups, and outreach to schools and the general public. Do not list committees the candidate has served on or specific service duties.

Requirements and description for ADMINISTRATIVE SERVICE, CLINICAL SERVICE, EXTENSION and OTHER PROFESSIONAL ACTIVITIES (It is required for continuing-eligible and continuing status positions to include the official position description assigned during their current rank, please see note below following "Additional Pages Attached"):

Use Appendix A for Shared Appointments and Appendix C for participation in GIDPs and other interdisciplinary units.

SECTION 2: SUMMARY OF CANDIDATE'S WORKLOAD ASSIGNMENT—CAREER-TRACK FACULTY

SUMMARY OF WORKLOAD ASSIGNMENT FOR:

DEPARTMENT/SCHOOL OF:

Period is current rank _only_. Duties for the period 2016-2017 through 2023-2024 have been distributed as follows:

Academic Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
FTE Each Year								
Teaching%								
Research, Scholarship and Creative Activity%								
Service% _Internal and External_								
Administrative Service%								
Clinical Service%								
Extension%								
Other Professional Activities%_____ Name and see below to describe activity. (For CE & CS only.)								
Clock Delays or Leave(s)*								
Total	100%	100%	100%	100%	100%	100%	100%	100%

Do not include percentages for years in which candidates were on leaves without pay and did not have assigned duties, but do include percentages for years with clock delays to recognize candidates' assigned duties. Use an asterisk for years with delays. List leaves without pay as "LWOP."

Requirements to meet departmental expectations for _TEACHING_:
Example: 40% teaching means approximately four 3-unit courses each academic year. This should correspond to general expectations in the department/unit. Do not list specific course numbers, student names, etc.

Requirements to meet departmental expectations for _RESEARCH, SCHOLARSHIP or CREATIVE ACTIVITY_:
Example: 40% research, which means an active research program that produces publishable research and/or tools or instruments that contribute to such research and grants. Do not list research projects, grants, or any information that specifically relates to the candidate's activities, as opposed to general expectations in the department/unit.

Requirements to meet departmental expectations for _SERVICE_:
Example: 20% service, which includes service to the department/unit and university, participation or leadership in national or international scientific organizations or advisory groups, and outreach to schools and the general public. Do not list committees the candidate has served on or specific service duties.

Requirements _and description_ for ADMINISTRATIVE SERVICE, CLINICAL SERVICE, EXTENSION and OTHER PROFESSIONAL ACTIVITIES (It is _optional_ for continuing-eligible and continuing status positions to include the official position description assigned during their current rank, please see note below: "Additional Pages Attached"):
*Use **Appendix A** for Shared Appointments and **Appendix C** for participation in GIDPs and other interdisciplinary units.*

Candidate's Signature   _Department Head's Signature_   _Date_

Section 2: Workload Assignment

Prepared *by the Department Head*

The Workload Assignment should be kept current and accurate.

- Use percentages and define meaning
  - ➤ 40% teaching, which means … number of courses
  - ➤ 40% research, which means …
  - ➤ 20% service, which means …

- **Describe duties - do not praise achievements.**

- **Use the template provided in the dossier.**

- **Electronic signatures of candidate and department head (.png) are acceptable to attach to the workload section.**

- **Checklist for shared appointments**

Continuing Status Track Job Description Sets Expectations for Review

- Explain your contributions in non-technical terms.

- **Include all job descriptions and note changes.**

- Often job descriptions include **statements of duties** that are used to assess position effectiveness.

- Duties *may include the following categories:*

  ➢ *Research/Scholarship/Creative Activity,*

  ➢ *Outreach/Service,*

  ➢ *Teaching/Educational Outreach, and*

  ➢ *Position Effectiveness*

  ➢ *Clinical Service*

  ➢ *Administrative Service*

  ➢ *Extension*

Section 4
Curriculum Vitae

Sections 4: CV
Documenting Your Activities

- **Follow the required CV format exactly.**

- Follow format and organization
  - Chronology of Education
  - Chronology of Employment
  - Honors & Awards
  - ❖ Service/Outreach
  - Publications/Creative Activity
    - *indicate co-authors who were students or post-docs
  - Other Scholarship
  - Works in Progress
  - Media
  - ❖ Conferences/Scholarly Presentations
  - ❖ Awarded Grants & Contracts
  - ❖ Submitted Grants/Contracts

  - ❖ = Limited to period in rank (no more than 10 years)

Clarity

- ## Publications
  - Please use "Forthcoming" instead of "In Press" – when accepted but not published yet
  - Do not use "Forthcoming" for work that has been submitted but not accepted
  - https://www.ncbi.nlm.nih.gov/books/NBK7240/
  - https://www.insidehighered.com/advice/2012/12/03/essay-how-list-scholarship-hasnt-been-published-yet

- ## Grants
  - Please clearly indicate the following for funded grants:
    - Your role/title on the grant and % credit
    - Title of the grant and years of funding and P.I. names (if candidate is not the P.I.)
    - Grant funder Promotion Guidelines 2023-2024 4
    - Total costs and direct costs (Indicate clearly how much funding comes to the University of Arizona and how much to your department)

Section 4B: Representative Work

(no more than 3-5 items & FERPA language)

Section 6A:
Information on Teaching and Mentoring

- Extent of Teaching – use template

- Course Descriptions –2-3 sentences

- Mentor Matrix – use template

- Student Evaluations

  - How to download appropriate format for TCE 2019 and prior

  - How to download appropriate format for SCS 2019 to current.

List of Courses

Course Name	Course Number	Format	Semester(s) Taught	Co-Taught?	Co-Teaching Percent Effort	Last Academic Year Taught	Total Number of Years Taught	Student Enrollment # Last Semester Taught
(For example) Introduction to Biology	MCB 181R	In Person	Fall and Spring	Yes	50%	2021-22	2	103

- Preferred to embed within teaching portfolio PDF rather than as separate attachment

Mentor Matrix

Student's First and Last Name	Undergraduate Graduate or Post Doc	Home Department	Semester/ Yr Start	Type of Mentoring	Your Role (primary advisor, mentor in specific area, etc.)	Student or Postdoc Role (participant in research lab, teaching assistant, etc.)	# of Publications/ Creative Scholarship As Co-Author	# Years Funded on Grants by Advisor	Other Outcomes

Type of mentoring – options provided

Other Outcomes: Graduation, Scholarships, Awards, Fellowships, Jobs, etc.

Section 8: <u>Membership in GIDP</u>

Candidate description of GIDP membership or interdisciplinary programs/initiatives

REQUIRED: Chairperson of GIDP evaluation of candidate contribution

REQUIRED: Department Committee summary/evaluation of candidate contributions to GIDP

Section 9:
Summative Peer Teaching Observation for Promotion

Department Head will appoint appropriate person for observation

For observation tools see here:

In person class

On-line class

Section 9: Peer Observation of Teaching for Promotion and Tenure Review - In Person Classes

Peer Observation of Teaching is coordinated by the candidate's Department Head/Director. They will identify an observer of the appropriate rank and title and request an observation in the Spring or Fall semester of the submission of the packet. The Department Head will pass on relevant information and class materials to the observer. The observer will use this template to complete their review and submit it to the Department Head/Director by the date set in order to include it in the review by the Departmental Review Committee.

Name of Observer:

Title and Rank of Observer:

Department:

College:

Name of Candidate Under Review:

Title and Rank of Candidate:

Department:

College:

Class Observation Details

Title of Class:

Class Catalog Number:

Brief Description of Class:

Class Enrollment:

Number of Students in Attendance on Day of Observation:

Day of Observation (s):

Type of Class:
Lecture

Laboratory	Collaborative Classroom	Studio
Live On-line	Clinical	Seminar/Discussion

Materials Reviewed for this Observation:

Syllabus	Worksheets	Student Projects

This form includes review criteria in four key areas: *Instruction, Assessment, Learning, and Student Instructor Interactions*. These items are based on best practices for promoting student learning. We recommend that reviewers cite specific evidence for all the criteria.

Categories and Criteria	Evidence	Comments
Instruction		
Provided opportunities for students to apply content (e.g., problems, case studies, practice)		
Assigned small-group tasks that were related to the lesson's learning outcomes.		
Assessment		
Asked questions that required varying levels of thinking (e.g., recall, analysis, synthesis)		
Asked students to generate their own explanations and explain their thinking.		
Learning		
Explicitly shared the learning outcomes of the class session or the current unit.		
Used materials and examples that reflect diverse experiences and/or views.		
Encouraged students to answer each other's questions.		
Student-Instructor Interactions		
Demonstrated flexibility and compassion regarding students' requests.		
Solicited question responses from a wide cross section of the course.		
Most students seemed to be engaged with the class throughout the session.		

Summary of Changes in 2023-2024 Dossier

- Section 1: Early Review indicator removed, Career-Track titles updated

- Section 2: Updated guidance on workload, added sabbatical and LWOP, FTE by year for CT

- Section 4: CV: Service and conferences limited to current rank, up to 10 years, and clarity on which sections are not limited

- Section 4B: FERPA language added, 3-5 representations of work, cover page with list of items and brief summary

Summary of Changes in 2023-2024 Dossier

- Section 6A: Limit to period in rank
  - **new tutorials on how to download TCEs and SCS
  - Mentoring types – not office hours

- Section 7: Limit to period in rank up to 10 years

- Section 8: Section 8A required if candidate completes Section 8

- Section 9: Peer Observation of Teaching updated with new form from UCATT, new guidance on department head responsibility

- <mark>Section 10 Worksheet: Sign off that all external reviewers have been checked for conflict of interest</mark>

Avoid the following missteps

- Conflict of interest with yourself, peer review committee or external reviewers
  - Check in with Associate Dean and/or Vice Provost for Faculty Affairs on questions related to conflict of interest

- Mistakes on section 1

- Forgetting signatures on Section 2

- Long version of promotion criteria instead of one page table version

- Not limiting candidate statement to 5 pages

- Forgetting signature for candidate statement

- Not following policy for timing of review for career-track faculty promotion

- Unsolicited letters should not be included

Protect the Process to Ensure Fair Reviews

- **Follow the *[Guide to the Promotion Process](#)*.**

- **Consult with department head, dean or the Provost's Office** on procedural variations or questions.

- **Follow formats in Dossier Template**

- **External and internal reviewers cannot be [collaborators](#) or have a [conflict of interest](#).**

- **Use Collaborator Letters** for those who are not independent.

- **Process and voting is CONFIDENTIAL**

- **Notify Candidates** when forwarding dossiers.

2023-2024 Promotion Cycle Workshops & Resources

- Promotion Dossier Templates and Instructions:
  https://facultyaffairs.arizona.edu/promotion-dossier-templates

- Guide to 2023-2024 Promotion for Tenure-Track Faculty

  https://facultyaffairs.arizona.edu/sites/default/files/2023-03/2023-24%20Guide%20to%20the%20Promotion%20Process%20for%20CSP%20and%20PT.pdf

- Online and In-person Workshops: https://facultyaffairs.arizona.edu/promotion-workshops

- You can find additional resources for faculty at our link:
  https://facultyaffairs.arizona.edu/about-faculty-resources

  - Inclusive scholarship, promotion criteria by college, clock delay information

  - NCFDD: https://facultyaffairs.arizona.edu/content/national-center-faculty-development-diversity

  - Faculty Development Communities for Promotion:
    https://facultyaffairs.arizona.edu/communities

Promotion Policy and Faculty Affairs Resources

- University Handbook for Appointed Personnel
  - Tenure-Track & Career-track
    - Chapter 3.3
  - Continuing Status
    - Chapter 4A.3

- Faculty Affairs Website Resources
- https://facultyaffairs.arizona.edu/content/about-promotion
  - Inclusive View of Scholarship
  - Guide to Promotion
  - Promotion Clock
  - Promotion Criteria
  - Continuing Status & Promotion
  - Promotion & Tenure
  - Promotion and Career-track Faculty
  - Promotion Workshops

The Faculty Affairs Team

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