

A photograph of a university campus. In the foreground, there is a stone monument with a circular emblem on its base. The background is filled with lush green trees, and a bright sun is shining through the foliage, creating a lens flare effect. The overall scene is bright and sunny.

**UNIVERSITY COMMITTEE ON
TENURE AND PROMOTION**

Maximizing the Success of Your T&P File

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USC School of Medicine



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Electronic Submission

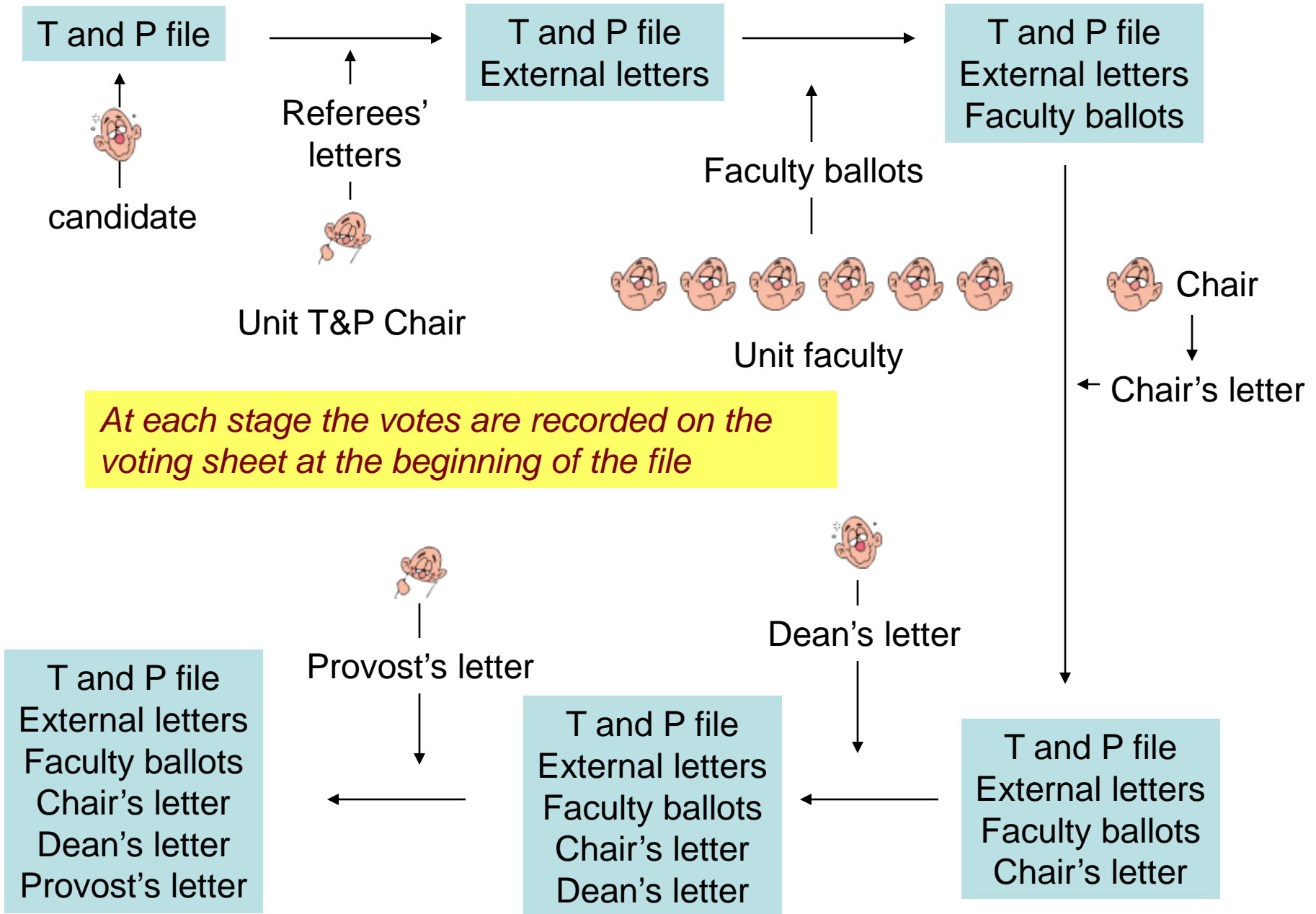
- 2009 Phase 3 (fully electronic submission and processing) – Only College of Engineering & Computing
- All others submit a paper file using phase 2 forms on T and P web site
- 2010 – If all goes well, all units will use phase 3 paperless submission

A photograph of a university campus. In the foreground, there is a stone monument with a circular emblem on its base. The background is filled with lush green trees, and the sun is shining brightly through the foliage, creating a hazy, sun-drenched atmosphere. The overall scene is peaceful and academic.

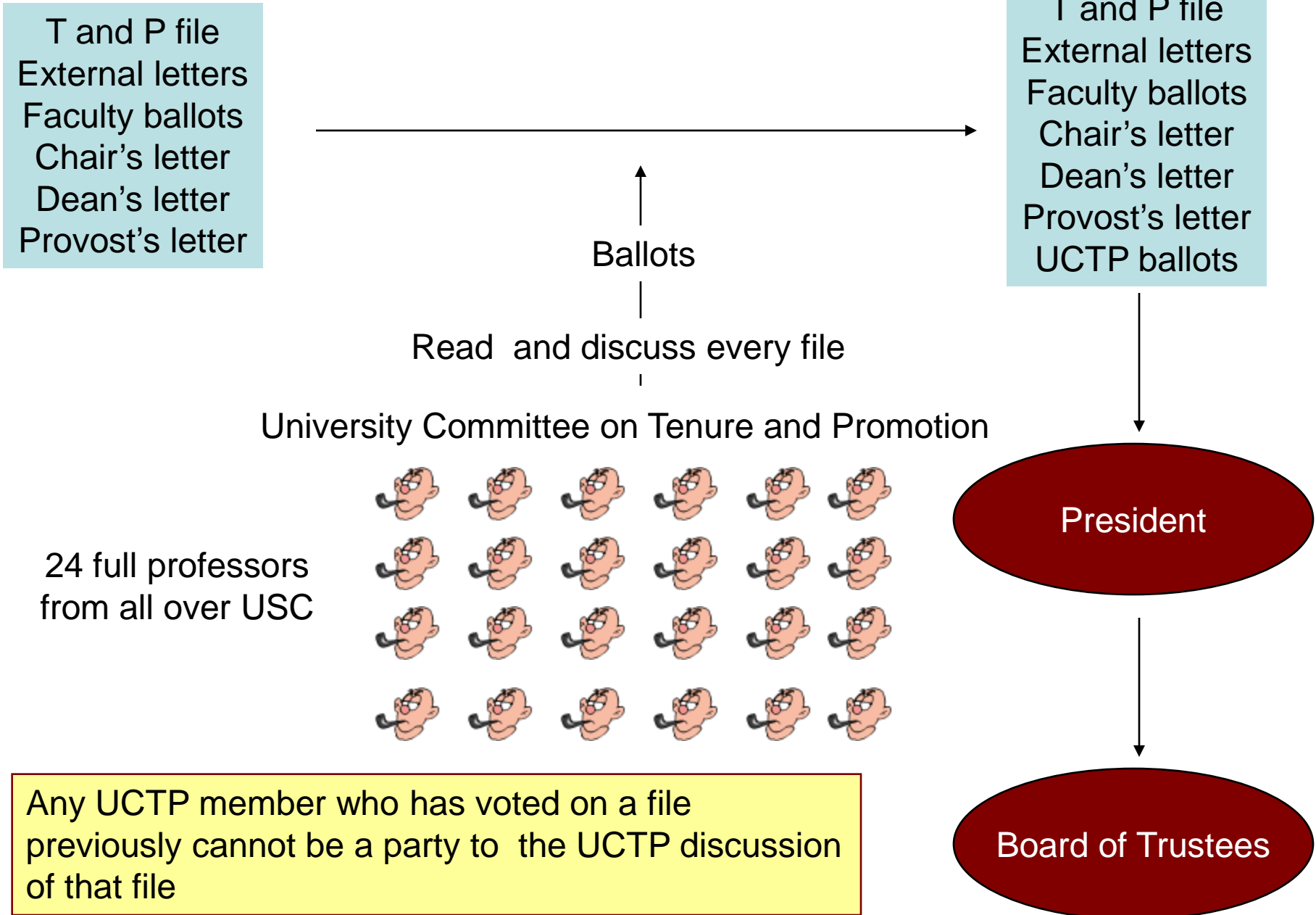
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**What happens to a T and P file
after you have sent it to the unit
T and P chair?**

Flow of Tenure and Promotion Files



Now the T and P file is almost complete





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**In some units (e.g. SOM), the
chair of the department:**

- **Solicits referees' letters**
- **Writes chair's letter**
- **Sends file to unit T&P chair**
- **Faculty see chair's letter as part of the
file**



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Function of the UCTP

Ensure that you, the candidate, have been treated fairly in the whole process

i.e. We ensure that the criteria have been fairly applied

We make recommendations to the President

We also scrutinize and approve the units' revised criteria



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Positives and Negatives of UCTP

• Role of Committee

- Independent review of file
- We look at the merits relative to unit criteria

• Committee Strengths

- Independent and impartial review minimizes likelihood that rogue elements in process control outcome
- Ability to focus on “difficult” cases and relate the criteria to merits of file and fairness of the process

• Committee Limitations

- Time available to review files
- Difficulty interpreting some unit criteria, especially relative to Faculty Manual requirements
- Assessing quality of external reviews in highly focused research areas



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What makes a successful T&P file?

- USC values teaching and scholarship
- Service is expected but to a much lesser extent

This is especially the case at the Assistant Professor level

**Your file needs to make the best case for your
retention and/or promotion**

A photograph of a university campus. In the foreground, there is a stone monument with a circular emblem on its base. The background is filled with lush green trees, and a bright sun is shining through the foliage, creating a lens flare effect. The overall scene is bright and serene.

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The centrality of the criteria

- You need to show that you have met or exceeded the unit's criteria
- The responsibility rests with you
- **Your unit criteria are central to the whole process**



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In tenure and promotion decisions, the you must meet the unit's criteria but.....

Unit criteria and the procedures used to judge the file **must** conform to:

- The Goldenrod book (UCTP Guide to Criteria and Procedures)
- The Faculty Manual

*If there are discrepancies between the Goldenrod, the criteria and the Faculty Manual
The Faculty Manual rules!*

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Faculty Manual:

The university is committed to achievement in research (including scholarship, visual arts, and performing arts), teaching, and service.

Collectively, the faculty profile of the university and of any academic unit should reflect performance consistent with that of major research universities.



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MAXIMISING SUCCESS

There is no substitute for a good record in

- Research and Productive Scholarship (may include performance)
- Teaching
- Service

And there is no substitute for a well put together file



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The Centrality of the Criteria

Suggestion: Read the criteria!

You will be judged at all levels by how well the criteria have been met

Remember: The first thing that the Provost and UCTP will do will be to read the criteria



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Which criteria???

Suggestion: Make sure that the correct criteria are used
You will include them at the front of the file and they are an **essential** part of it

If you have the wrong criteria, the file is likely be returned

- Delays
- Possibly an extra year
- Bad for the candidate

Remember: The external referees are asked to comment on your achievements with reference to the criteria
How well do you meet the criteria?
If the wrong criteria are sent New Letters!!



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Which criteria???

For tenure and promotion to Associate Professor

Faculty Manual: The criteria in effect when you were hired hired *must* be used

For promotion independent of tenure e.g. Associate to Full Professor

Faculty Manual: The criteria in effect *at the time promotion is sought must* be used

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Exception:

People hired to the tenure track before January 1, 1995, *may* choose to be considered under pre -1995 criteria

These are associate to full professor promotions

Many candidates choose to be considered under the *current criteria*



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How do I determine which criteria were in effect when I was hired?

Suggestion to new faculty (and T&P chairs):

When you are hired to a tenure track position, you should get a set of the criteria in effect and keep them!

Your Dean's offices **cannot** be relied upon to give the correct criteria when you get to the stage of submitting the file

Look at dates of approval of criteria and compare with your hire date

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Suggestion:

Make sure that the criteria were approved by UCTP


- Noted with date on the paper copy
- Check the UCTP web site (presently only the current criteria are there)
- Only criteria approved by UCTP are official criteria and only official

cr **+School of Medicine**

• **-School of Music**

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th

 [July 2006 Tenure & Promotion Criteria and Procedures](#)

 [April 1999 Tenure & Promotion Criteria and Procedures](#)

 [Post-Tenure Criteria and Procedures](#)



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When was I hired?

Two important dates:

- January 1 Mid-Year files
- August 16 Regular cycle files

Both types of files are submitted at the same time in the early fall but mid-year files are considered in the fall semester by UCTP

Regular cycle files are considered in the spring

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The file

All forms are available on the Tenure and Promotion web site

- YOU NEED
 - Everyone except Engineering:
PHASE 2 FORMS
 - Engineering will use **PHASE 3** electronic submission forms



USC - COLUMBIA

CANDIDATE'S NAME: _____

COLLEGE: _____

DEPARTMENT: _____

ACTION REQUESTED BY CANDIDATE: _____
(I.E., TENURE; PROMOTION TO A GIVEN RANK)

THIS SIGNED SHEET IS TO BE BOUND INTO THE TENURE/PROMOTION

FILE IMMEDIATELY BEFORE "TP-1"

Included inside the front cover of this file is a copy of the unit criteria for tenure and promotion approved by the University Committee on Tenure and Promotion. The candidate's signature below indicates acceptance of these criteria, waiver of any right to the application of other approved unit criteria, and understanding that the criteria herein will serve as the bases for evaluation of the evidence in and accompanying this file. Vote justifications (required) and other recommendations must also be made with reference to these criteria.














Candidate (Signature)

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You can download templates from the web site after using USC Network log-in

The forms should be printed out by you and submitted to the unit T and P chair as a bound file

(Except in some schools such as the SOM where the forms go to the department chair before the T&P chair)

| University of South Carolina South Carolina's Flagship University | | | | |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------|-------------|---------------------------------------------------------------------------------------|
| TENURE & PROMOTION | | | | |
| LOGOUT | | | | |
| TP-Main | | | | |
| TP # | Name | Updated | Last Update | Templates |
| TP00 | Cover Sheet | | |  |
| TP01 | I.A. Voting Form and Recommendations | | |  |
| TP02 | I.B. Supporting Material Submitted by the Candidate | | |  |
| TP03 | II.A. Curriculum Vitae / Personal Data (History) | | |  |
| TP04 | II.A. Curriculum Vitae / Personal Data (Honors and Awards, Professional Affiliations) | | |  |
| TP05 | II.B.1. Teaching Summary / Courses | | |  |
| TP06 | II.B.2. Teaching Summary / Scholarly and Creative Activities Summary | | | N/A |
| TP07 | II.B.3. Teaching Summary / Service Activities Summary | | |  |
| TP08a | II.C. Teaching History / Research Supervision (1) - Post-doctoral Research Programs | | |  |
| TP08b | II.C. Teaching History / Research Supervision (1) - Supervision of Doctoral Programs | | |  |
| TP08c | II.C. Teaching History / Research Supervision (1) - Supervision of Masters Research Programs | | |  |
| TP09 | II.C. Teaching History / Research Supervision (1) - Undergraduate Student and Other Research Supervision | | |  |
| TP10 | II.C.2 Teacher Evaluation | | |  |
| TP11 | II.D. Scholarly and Professional Publications (1) | | |  |



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You and T&P chair are responsible for the correct assembly of the file

- Correct order of documents (follow numbered sections on web site)
- Correct tabs
- Even if a page is not applicable, it should be inserted and noted as not applicable
- T and P chair adds outside referees letters. You don't see them
- *Make sure that all parts are indeed present in the file*



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OUTSIDE REFEREES

- YOU MAY SUBMIT A LIST TO YOUR T&P CHAIR
- AT LEAST FIVE – MAY BE MORE – MUST BE SOLICITED BY THE UNIT
- THE MAJORITY *MUST BE* FROM THE UNIT'S LIST AND NOT FROM THE YOUR LIST
- TWO *MAY BE* FROM YOUR LIST (*INDICATED IN FILE – LESS WEIGHT*)
- FROM FACULTY AT PEER AND ASPIRANT INSTITUTIONS (*USUALLY*)
- RANK EQUAL TO OR HIGHER THAN THE RANK TO WHICH YOU ASPIRE
- FROM NATIONAL/INTERNATIONAL RATHER THAN REGIONAL BASE (*USUALLY*)



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- **VERY IMPORTANT:** Persons with close personal or professional ties to you **MUST NOT** be used as referees.
- Examples: Your dissertation adviser, co-authors, former professors, classmates, or colleagues with whom you served at other institutions.

IF REFEREES ARE TOO CLOSE, THE FILE MAY BE REMANDED BACK

- Referees will be asked to state relationship to you

A photograph of a university campus. In the foreground, there is a large, light-colored stone monument or fountain. The background is filled with lush green trees, and a bright sun is shining through the foliage, creating a lens flare effect. The overall scene is bright and sunny.

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Your T&P chair (or department chair) will send information to the referees as mandated by the criteria

They usually include:

- Your cv
- Your personal statement
- Samples work by you (papers, books, book chapters, proofs, CD)
- **A copy of your unit's criteria**



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TEACHING DOCUMENTATION

- THERE **MUST BE** A SUMMARY BY SENIOR FACULTY MEMBER WHICH ADDRESSES:
 - YOUR STUDENT AND FACULTY (PEER) EVALUATIONS
 - WHERE YOU STAND IN COMPARISON TO THE FACULTY IN SIMILAR COURSES AND PERHAPS THE DEPARTMENT OR COLLEGE AS A WHOLE
- THE SUMMARY MUST ASSESS THE TEACHING IN RELATION TO THE CRITERIA – IF YOUR CRITERIA SAY THAT YOU MUST BE SUPERIOR, THE SUMMARY MUST SAY WHY THE CRITERIA ARE MET OR NOT MET

YOU SHOULD SEE THIS SUMMARY AND CHECK IT FOR ACCURACY

A photograph of a university campus. In the foreground, there is a stone monument with a tiered top. The background is filled with lush green trees, and the sun is shining brightly through the foliage, creating a hazy, sun-drenched atmosphere. The text "UNIVERSITY COMMITTEE ON TENURE AND PROMOTION" is overlaid in white, bold, sans-serif font across the middle of the image.

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Organization of the File

To assist reviewers in finding information in the file, please see that tabs are used to identify the material in each section.

The tabs should contain descriptive words, in addition to the section numbers.

The Provost's Office has a model file with such tabs.

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A word about your personal statement:

- It is stated (TP-20) as “**optional**”. It would be *very unwise* to omit it
- It is the chance for you to explain the case to people who do not know your discipline
- It is a chance for you to address any perceived potential problems (area traditions, initial problems with teaching etc).
- Perhaps the criteria cannot be met—say why
- Be concise. If you write 20 pages full of differential equations, people’s eyes will glaze over



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PLEASE:

- Do not send in a badly organized file
- Run the spell checker!
- Make sure all parts are there
- Make sure they are in the correct order
- Correct tabs make things easy to find



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REMEMBER:

- This file will be read by people who will be reading about 70 files each of more than 200 pages
- Many people who read these files know nothing about your discipline or research area
- It is up to you to explain why you should be promoted and/or tenured, i.e. why you meet the criteria



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GOOD LUCK!

QUESTIONS

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