

# Orientation for Unit T&P Chairs

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# WHAT WILL THIS PRESENTATION COVER?

- T&P resources
- T&P vocabulary
- Overview of T&P process
- T&P timeline and key dates
- Unit Chair Responsibilities
- Logistics on assembling and submitting files
- General advice from UCTP
- Answer Questions



# RESOURCES

## Online (Provost website → Tenure and Promotion)\*

- T&P Clock and Calendar
- File Review Process
- Candidate File Preparation
  - UCTP Guidelines
  - Faculty Manual
- File Submission Guide
- Unit Criteria (including older versions)

## Human resources

- Previous Unit T&P Chairs
- UCTP Committee Members and Chair (Lauren Sklaroff)

\*Some provost website links to files are not underlined and are blocks of text.  
(look for >> after a heading title)

The screenshot shows the 'Office of the Provost' website. On the left is a navigation menu with the following items: 'Office of the Provost', 'About the Office', 'Academic Leadership Recruitment & Review', 'News and Events', 'Our Offices', 'Our Services', 'Tenure and Promotion' (with a dropdown arrow), 'Candidate File Preparation' (with a right-pointing arrow), 'File Review Process', 'File Submission Guide', 'Tenure-Progress Review', 'Post Tenure Review', 'Annual Review', and 'Unit Criteria'. The main content area is titled 'TENURE AND PROMOTION' and features a 'Candidate File Preparation Guide' link. Below this is a paragraph explaining that tenure and promotion decisions require a record of accomplishment. It then states that the initial file is created by the candidate using a 'template primary files (docx)' link. Below this is an 'Important Resources' section with two bullet points: 'Faculty Manual' and 'UCTP Guidelines for Units: Preparing Criteria and File'.



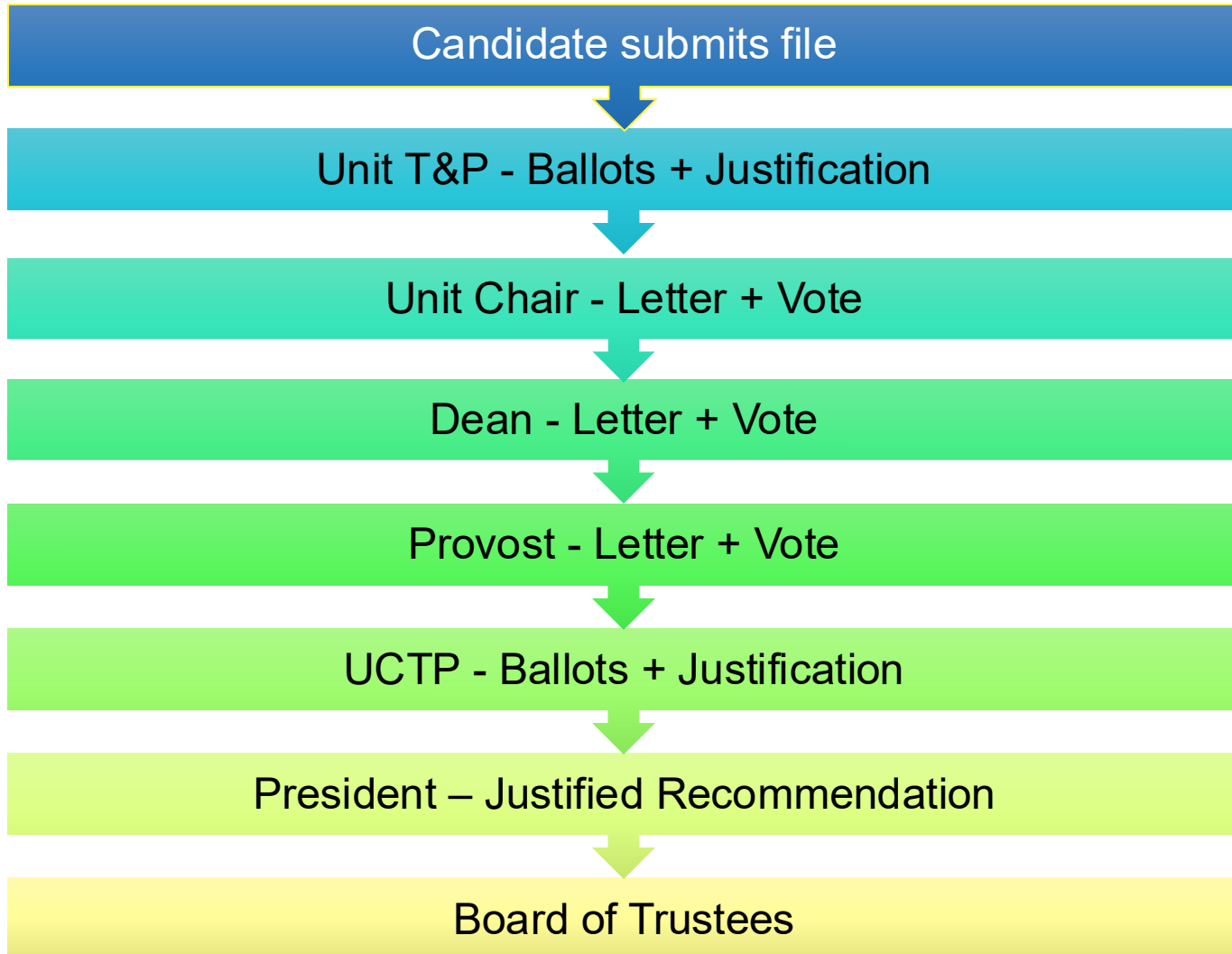
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# T&P VOCABULARY

term	description
T&P Unit	<ul style="list-style-type: none"><li>Department or College/School-level Committee that initially votes on your T&amp;P file</li></ul>
Unit T&P Chair	<ul style="list-style-type: none"><li>Chair of the Unit T&amp;P Committee</li></ul>
Unit Chair	<ul style="list-style-type: none"><li>Unit Chair <math>\neq</math> Unit T&amp;P Chair. Unit Chair is usually a Department Chair.</li></ul>
penultimate year (decision date)	<ul style="list-style-type: none"><li>Last year that a tenure file can be submitted</li></ul>
probationary period	<ul style="list-style-type: none"><li>length of time allowed for a tenure-eligible faculty member to earn tenure</li></ul>
TCE	<ul style="list-style-type: none"><li>Tenure clock-extension</li></ul>
UCTP	<ul style="list-style-type: none"><li>University Tenure and Promotion Committee</li></ul>
MOU	<ul style="list-style-type: none"><li>memorandum of understanding</li></ul>

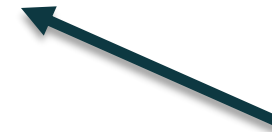


# OVERVIEW OF T&P PROCESS



← work with candidate(s)

← primary responsibility



***Unit Chair ≠ Unit T&P Chair***  
*(some T&P units are at the college and school levels and may not have a Unit Chair letter)*



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# UCTP?

## Faculty Committee

**Faculty Senate**  
(Chair -Wayne  
Outten)

**UCTP Chair**  
(Lauren Sklaroff)

**UCTP Committee**  
24 Professors  
(15 Elected, 9 Appointed)

## **T&P File Review**

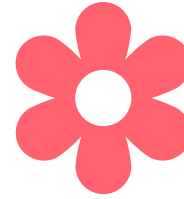
- Reviews all tenure and promotion cases and makes recommendations to the President.
- “The committee assesses whether the candidate’s unit criteria were fairly and appropriately applied at all levels in evaluating the candidate’s file and forwards its recommendation on the file.” (FM)

## **Unit T&P Criteria Review**

- Review and approve Unit T&P Criteria and Procedures



# WHICH T&P CYCLE?



cycle	Typical candidates
Fall 2025	<ul style="list-style-type: none"><li>• <b>Assistant Professors</b> seeking tenure and promotion with August 16 start dates</li></ul>
Spring 2026	<ul style="list-style-type: none"><li>• <b>Associate Professors</b> seeking promotion to Professor</li><li>• <b>Assistant Professors</b> seeking tenure and promotion with January 1 start dates</li></ul>

- Candidates seeking tenure before their decision year are recommended to go up in the same cycle as their decision year.
- Associate Professors seeking promotion can go up in the Fall but Spring is preferred.



# TENURE CLOCKS

## Decision Years for Assistant Professors seeking tenure

\*For Associate Professors seeking tenure subtract one year.

Start date	Original	1 TCE	2 TCEs	3 TCE
August 2015	Fall 2020	Fall 2021	Fall 2022	Fall 2023
January 2016	Spring 2021	Spring 2022	Spring 2023	Spring 2024
August 2017	Fall 2022	Fall 2023	Fall 2024	Fall 2025
January 2018	Spring 2023	Spring 2024	Spring 2025	Spring 2026
August 2019	Fall 2024	Fall 2025	Fall 2026	Fall 2027
January 2020	Spring 2025	Spring 2026	Spring 2027	Spring 2028
August 2021	Fall 2026	Fall 2027	Fall 2028	Fall 2029

TCE = Tenure Clock Extension



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# CAN FACULTY GO UP “EARLY”?

- “assistant professor(s)... normally will not be recommended for tenure until they are in at least their fourth year at the University of South Carolina.” **(Faculty Manual, page 30) \***
- “associate professor(s) or professor(s)... normally will not be recommended for tenure until they are in at least their third year at the University of South Carolina” **(Faculty Manual, page 30) \***
- “There is no difference between the standards applied to faculty who apply for tenure in the penultimate year of the probationary period and those who apply for tenure prior to the penultimate year.” **(Faculty Manual, page 30)**
- If you receive a negative decision prior to your decision year, then you can reapply “without prejudice with respect to future consideration”. This includes tenure clock extensions.

\*exceptions for faculty who previously held tenure-track positions



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# UNIT T&P CHAIR TIMELINE (PART 1)

dates not in bold are suggested dates

Action	Fall Cycle	Spring Cycle	Notes
Candidates notify the chair, director or dean that they will be filing for T&P	<b>April 15</b>	<b>Oct 1</b>	
Unit T&P Chair provides timetable to candidate(s)	May 1	Oct 15	including dates of unit T&P meeting(s), materials for external reviews and unit review
Deans reports candidates to Provost	<b>May 5*</b>	<b>Oct 20*</b>	*names of faculty seeking T&P must be sent to Chair → Dean prior to May 5 or Oct 20
Unit T&P committee compiles list of potential external letter writers	early May	early Oct	
Unit T&P Chair contacts prospective letter writers	mid May	early Oct	The minimum is 5 letters but > 5 recommend in case of conflicts or missing letters
Candidate submits file to Unit T&P Chair	mid June	mid Oct	Send relevant portions of file to external reviewers. Include unit criteria. Please contact the Office of the Provost if you need a template for the letter sent to external reviewers.
Unit T&P Chair coordinates the process of developing teaching summary	June	Oct	Can be a senior faculty member or group of faculty but usually not the T&P Chair

# UNIT T&P CHAIR TIMELINE (PART 2)

dates not in bold  
are suggested dates

Action	Fall Cycle	Spring Cycle	Notes
Unit T&P Chair sends file out to external letter writers	<b>June 15</b>	<b>Oct 25</b>	Includes copy of unit criteria, letter with external reviewer's responsibilities, and sample of candidate's research and scholarship
Letters due back from letter writers	mid Aug	late Nov	Recommended dates but you need the letters for the Unit T&P Committee by the dates below
Unit T&P Chair assembles T&P file	end Aug	Oct	Teaching summary, sample letter to external letter writers, peer reviews, and external letters inserted into the primary file
Complete T&P files made available to Unit T&P Committee	<b>Aug 25</b>	<b>Jan 25</b>	
Unit T&P Committee must have voted by this date	<b>Sept 15</b>	<b>Feb 15</b>	
Candidate informed of unit decision	promptly after unit vote	promptly after unit vote	details of unit vote is not revealed
Faculty appealing negative unit decisions notify Unit T&P Chair	<b>Sept 25</b>	<b>Feb 25</b>	faculty appealing unit decisions write a letter which is added to the T&P file
Unit T&P Chair sends file to Department Chair or Dean	<b>Oct 1</b>	<b>March 1</b>	date for files to be submitted to Dean

# WHICH FACULTY MANUAL AND UNIT CRITERIA?

T and/or P	Faculty Manual	Unit Criteria
<b>Assistant → Associate</b>	candidate may choose* (current or at time of hire)	candidate may choose* (current or at time of hire)
<b>Associate → Full</b>	must use current	must use current

\*Choice of unit criteria is specified on cover page of primary file template by the candidate

If there is a conflict between the Faculty Manual and Unit Criteria, the Faculty Manual takes priority.



# FOR JOINT APPOINTS

- Faculty Manual has guiding language
- Use the T&P granting unit criteria (primary unit)
- An MOU must be in place
- The secondary unit gets at least one external letter and can propose/comment on primary unit choices
- The secondary unit submits a summary letter to the primary unit. If the secondary unit is not in consensus, a majority and minority report can be submitted.
- One person, one vote (that vote shall be in the primary unit if the voting faculty affiliates with 1° and 2° units)



# TEACHING SUMMARY

Responsibility of the Unit T&P Chair to coordinate the preparing a teaching summary. The teaching summary should be prepared by a senior faculty member or a committee of faculty members within the unit. This summary must include the following:

1. Summary of the candidate's peer and student evaluations
2. Other teaching functions and the weight to be given to them in evaluating teaching performance as specified by the unit criteria. These include, but are not limited to, advisement and mentoring of students and student organizations; creation of teaching materials, techniques or programs; supervision of PhD students; and supervision of research or independent study by undergraduate or masters-level students.
3. Copies of peer teaching evaluations
4. Provide context for student evaluations of the faculty member's classroom teaching.
  - Recommend using a table comparing candidate's evaluations versus unit or course averages

(see example: Provost website → Our Services → Tenure and Promotion → File Review Process → Teaching Summary and Table)

# REQUIREMENTS FOR EXTERNAL LETTER WRITERS

- Minimum of five external letters (outside of the University of South Carolina)
  - Recommend >5 due to the possibility of unidentified conflicts or inability to meet deadlines
- Peer or peer aspirant institutions within the candidate's area are preferred
  - Exceptions are leading scholars in the candidate's field
- Majority of letter writers should have academic affiliations
- Must be higher ranked than the candidate
  - Associate or full professors for assistant professor candidates
  - Full professor letter writers for associate professor candidates
- Normally exclude potential letter writers who have:
  - Co-authored publications, collaborated on research, or been colleagues or advisors

# MATERIALS SENT TO EXTERNAL LETTER WRITERS

- Initial invitation letter (mid-May or early Oct)
  - Letter with request to serve as an external letter writer and due dates.
  - CV of candidate
- Second letter (June 15 or Oct 25)
  - Formal letter with: (see Provost website for sample letter)
    - Specific instructions (commonly assess research/scholarship using unit criteria)
    - Evaluation letter due date
    - request for a short CV (2 pages)
    - disclosure of relationship with candidate (if any)
  - Copy of unit criteria

## Examples of materials

The materials sent to external reviewers vary depending on unit (consult Unit Criteria and previous Unit T&P Chair)

- Candidate's primary file
- Samples of candidate's scholarship
- Candidate's personal statement for external reviewers

# ASSEMBLING THE PRIMARY FILE

	item	candidate	T&P Chair	Notes
	Cover page with signatures and date of relevant unit criteria	X		primary file template (page 1) T&P Chair and candidate must sign
1	Vote Summary form		X	Provost website
2	Tenure clock extension letter(s)	X		
3	Unit Criteria	X	X	
5	Memorandum(s) of understanding	X		usually only for joint hires
6	Vita	X		primary file template (section 1)
7	Teaching	X		primary file template (section 2)
	Scholarship and Research	X		primary file template (section 3)

# ASSEMBLING THE PRIMARY FILE (CONT.)

	item	candidate	T&P Chair	Notes
8	Service	X		primary file template (section 4)
9	Personal Statement	X		primary file template (section 5)
10	List of materials in secondary file	X		primary file template (section 6)
11	Teaching summary		X	Provost's website → Our Services → Tenure and Promotion → File Review Process → Teaching Summary and Table
12	Peer reviews of teaching	X	X	
13	List of external reviewers		X	
14	Sample letter to external reviewers		X	
15	External review letters		X	request external review letters on letter head

# ASSEMBLING THE PRIMARY FILE (CONT.)

	item	candidate	T&P Chair	Notes
16	Brief CVs of external letter writers		X	ask for external reviewers for 2 page CVs
17	Other letters	X	X	if provided by candidate or for joint hires
18	Unit tenure ballots		X	ballot templates on Provost's website
10	Unit promotion ballots		X	ballot templates on Provost's website
11	Appeal documents and other letters of support	X	X	
12	Unit Chair's letter*		<b>stop here</b>	Added by the Department Chair Unit T&P Chair should not handle

- Assembled into a single PDF document with bookmarks

# ADVICE FROM THE UCTP (1)



Read the unit criteria,  
Faculty Manual,  
UCTP guidelines,  
and Provost website!



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# ADVICE FROM THE UCTP (2)

- Explain to the candidate the separate deadlines for materials required by external reviewers and those needed for the Unit T&P vote.
- Instruct the external reviewers to assess the candidate with respect to the unit criteria
- Focus the external reviewers on the areas specified in the unit criteria. (i.e. scholarship and/or teaching)
- Sample letters to the external reviewers (Provost's website → Our Services → Tenure and Promotion → File Review Process → (scroll down))
- Encourage candidates to define and describe their contribution in the case of multi-authored scholarly outputs and their financial and intellectual portion of collaborative grants
- Ensure that all data is verified by the unit chair and the unit T and P committee as consistent and an accurate representation of the candidate's work



# ADVICE FROM THE UCTP (3)

- *Extensions to the probationary period:* The probationary period cannot be extended more than three times (ACAF 1.31). The probationary period may not be >10 years. Documentation of all extensions must be provided. Extensions “have no resulting change in employment obligations” (ACAF 1.31).
- Only the following additions can be made to the file after the Unit vote:
  - ✓ Notifications of accepted or newly published scholarship – if referenced in the Primary file
  - ✓ Votes and statements from Unit administrator, Dean, Provost, and UCTP
  - ✓ Information from a UCTP-initiated file remand
  - ✓ Faculty letters to unit administrators, Dean, and/or Provost



# ADVICE FROM THE UCTP (4)

- Guide the Unit T&P discussion of a candidate's file to focus on the **unit criteria**.
- Remind faculty in the Unit T&P Committee that there is no penalty for "early" decisions or tenure clock extensions.
- In the Unit T&P meeting discuss potential errors in the external letters.
- Encourage vote justifications in ballots from *all* eligible faculty stating "specifically how the candidate meets or does not meet the unit's criteria." (FM)
- One person → one vote (Department Chair and Dean submit separate letters and therefore cannot submit ballots in Unit T&P vote)



# QUESTIONS?

**Lauren Rebecca Sklaroff**

UCTP Chair

2024-2025

Please reach out to me at [Sklaroff@mailbox.sc.edu](mailto:Sklaroff@mailbox.sc.edu)



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