

COD PROMOTION & TENURE WORKSHOP

Tenure Track/ Research Non-tenure Track

March 2023

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Workshop Overview

A. Promotion Basics

- Framework + Guiding Principles

B. COD

- Faculty Ranks and Tracks
- Norms and Guidelines— Criteria specific to COD

C. Workflow & Timelines

D. Dossier Overview

- Sections
- Personal Statements
- External Review Letters
- Data Tables

E. Questions & Resources

The Framework and Guiding Principles for Promotion

The 3 “Pillars” of Promotion



TEACHING RESEARCH SERVICE



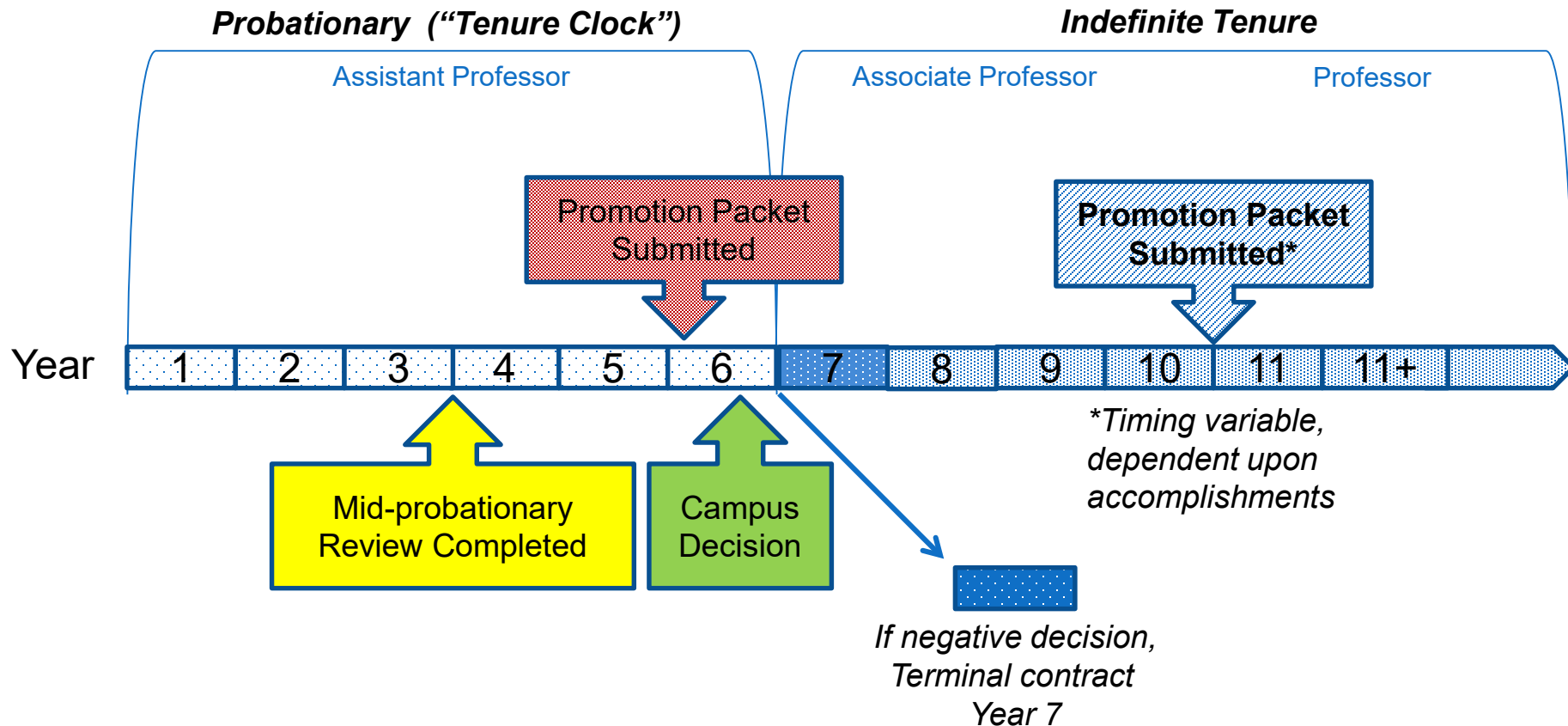
“S. I. T.”

- Signature
- Impact
- Trajectory



Your promotion evaluation will be based on the merit of your work in **Teaching, Research and Service** as evaluated by your **Signature, Impact and Trajectory**

Timeline – Tenure Track



Option to “stop” tenure clock = Tenure Rollback or Hold



WHAT DO I NEED TO DO IN ORDER TO BE PROMOTED?

College of Dentistry GUIDELINES and NORMS: “CRITERIA AND GUIDELINES FOR APPOINTMENT, PROMOTION AND/OR TENURE OF FACULTY ”

SECTION I. Introduction

SECTION II. Academic Ranks – Defines eligibility and credentials

➡ SECTION III. Faculty Tracks / Norms, Standards and Expectations for Academic Rank **Qualifications expected for appointment and promotion at each rank** (This section is sent to external reviewers to provide context for candidate’s activities.)

SECTION IV. Documentation of Qualifications - Examples of activities

SECTION V. Procedures for Appointment and Promotion

Can be found on “Promotion and Tenure” page of the COD OFA website

[https://dentistry.uic.edu/academics/faculty- resources/career-promotion-and-tenure-resources/](https://dentistry.uic.edu/academics/faculty-resources/career-promotion-and-tenure-resources/)

Table of Tracks, Sub-tracks and Ranks within the College of Dentistry

Track	Sub-Track	Acronym	Tenure status	Faculty Titles/Ranks
Academic Track	Academic Track – Research Subtrack	AT-R	Tenure eligible /tenured	Assistant Professor Associate Professor Professor
	Academic Track – Clinical/Educational Subtrack	AT-CE		
Clinical/Educational Track	N/A	NT-CE	Non-tenure	Clinical Instructor Clinical Assistant Professor Clinical Associate Professor Clinical Professor
Research Track	N/A	NT-R	Non-tenure	Research Assistant Professor Research Associate Professor Research Professor

EXAMPLE: ACADEMIC TRACK – Research Subtrack

Associate Professor (Academic Track – **Research**) with tenure

A faculty member at this rank should have established a **productive independent research program**, should be **contributing significant new information to the scientific literature**, should show **promise of becoming a leader in-his/her field**. This rank signifies a high level of professional accomplishment and a significant commitment by the faculty member to the College and University programs.

Promotion to or appointment as an Associate Professor (Academic Track – Research) is recommended when the candidate has achieved the following **norms**:

- Continued **growth in peer reviewed publications**, which may include reviews and book chapters;
- A **quality** and **quantity of published work** that would be deemed adequate when reviewed by reasonable peers;
- Evidence of **independent research funding**, preferably from federal but also including non-federal sources, to support a nationally recognized research program; and
- Demonstrated **evidence of excellence in educating students** and/or activities directed at student learning.

In addition, the candidate should have **evidence of**:

- **Invited seminars** at outside institutions;
- Participation in **scientific meetings**, both **national and international**;
- **Supervision and mentoring** of graduate or post-doctoral students;
- **Participation in College and/or University governance**;
- Active **membership in appropriate professional organization(s)**;
- **Service as a reviewer** of manuscripts for peer-reviewed journals; and
- Participation in **service activities** consistent with Departmental, College, and University missions.

EXAMPLE: ACADEMIC TRACK – Research Subtrack

Promotion to Professor

Promotion or appointment as a Professor (Academic Track – Research) is recommended when the candidate has **added to previous achievements in each of the above-listed areas** as described for Associate Professors (Academic Track – Research), above. Faculty at this rank must demonstrate continuing excellence in research and should have shown significant **innovation** in his/her work. The faculty member must have documented evidence of successful **educational activity and service**. **Potential for future growth is also important**. This rank signifies an extremely high level of professional accomplishment.

In terms of reputation, the candidate should have become a **leader in his/her field** and should have **attained national and/or international peer recognition**, indicated, for example, by **invitations to speak** at **national and international** meetings. Candidates **must continue to attract research funding, enhance graduate programs, mentor researchers, and be active in curriculum development**. Candidates are expected to be **active in faculty governance** at College and University levels. Candidates are expected to be **active in professional organization(s)**. Above all, candidates should have **potential for continued professional growth, with the ability to guide junior faculty and others** with whom the candidate interacts.

EXAMPLE: ACADEMIC TRACK – Clinical/Educational Subtrack

Associate Professor (Academic Track- **Clinical/Educational**)

Faculty at this rank should have demonstrated evidence of **excellence in educational activities** and should be engaged in **service and other scholarly activities**. They should show **promise of becoming leaders in their fields**, and should have attained **recognition at the state and/or national level**.

Promotion or appointment as Associate Professor with tenure is usually recommended when the candidate has achieved the following **norms**:

- Demonstrated evidence of **excellence in educational, learner-centered activities**;
- **Development of educational materials** and application of best education practices within the College curricula;
- Demonstrated **excellence in the candidate's field** and **promise of becoming a regional or national leader**;
- A **record of publication in peer reviewed journals**, which may include reviews and book chapters;
- Evidence of a **quality and quantity of published work** that would be deemed adequate when reviewed by reasonable peers;
- Participation in **faculty governance** through membership on clinical/hospital/college and/or University committees;
- Participation in **local, national and international professional meetings**; and
- Participation in **service activities** consistent with Departmental, College and University missions.

In addition, it is **expected that candidates will be involved in research and other scholarly pursuits** at this stage; however the **receipt of external research funding is not required for promotion in this rank**. It is also expected that candidates who are **clinicians, when appropriate for the candidate's assigned role** in the College, will have **initiated the process of dental specialty board certification** for a dental specialist. In lieu of board certification, general dentists must provide **documentation of exceptional performance** related to the identified norms. (For example, Diplomate of American Board in specialty, state specialty licensure, Academy of General Dentistry, American College of Dentists.)

EXAMPLE: ACADEMIC TRACK – Clinical/Educational Subtrack

Promotion to **Professor**:

Faculty at this rank should have **demonstrated significant originality** in their educational activities and should be **engaged in service and scholarly activities**. They should be **leaders in their field** and should have **attained national and/or international peer recognition**. This rank signifies an extremely high level of professional accomplishment.

Promotion or appointment as a Professor is recommended when the candidate has **added to previous achievements in each of the areas** as described for Associate Professor. **Potential for future growth** is also important in the decision to make this appointment. The candidate should have become a **leader in the candidate's field** and should have **attained national and/or international peer recognition**, indicated, for example, by **invitations to speak at national and international meetings**. The candidate should be **involved in the governance of national or international professional organizations**. It is also expected that candidates who are **clinicians, when appropriate for the candidate's assigned role in the College**, will be **board-certified if in a recognized specialty**. In lieu of board certification general dentists must provide documentation of exceptional performance related to the identified norms or have an additional degree (for example a **Master's degree in an academic discipline**).

Non-Tenured Research Track (NT-RT)

Research Associate Professor (Non-Tenured Research Track)

Faculty at this rank should have demonstrated **sustained commitment to the research programs** of the College. Faculty should be **contributing significant new information to the scientific literature**, should have shown the **ability to successfully compete for research grants**, and should have attained some **recognition at the national level**. Promotion would require that the candidate has achieved the following **norms**:

- **Publication** in peer reviewed or non-peer reviewed journals;
- **Receipt of grant awards as principal investigator**; and
- Participation in **local and national scientific meetings**.

Additionally, it is expected that the candidate will have participated in **service activities** consistent with Department, College, and University missions. The list is not intended to be all-inclusive or exclusive of other meaningful contributions. **An individual may have contributed to only some of the itemized criteria and still be recommended for promotion**. Ordinarily, promotion to this rank will require a **minimum of five years** of service at the Research Assistant Professor level. Appointment or promotion to Research Associate Professor requires clear **documentation of excellence in research and national recognition**.

Research Professor (Non-Tenured Research Track)

Faculty at this rank should have demonstrated **continuing excellence in research** and shown **significant innovation** in their work. They should have demonstrated **leadership** in their fields, which brings stature to the College and be **recognized nationally and internationally** for their accomplishments. Promotion would require that the candidate has achieved the following norms:

- Made major contributions to the **development of a College research program**;
- Demonstrated **excellence in the research** field;
- Achieved an **international reputation** for this expertise;
- **Publications in peer reviewed** journals;
- **Mentored junior faculty**;
- Participated in **local, national, and international scientific meetings**; and
- Participated in **service activities** consistent with Department, College, and University missions.

The list is not intended to be all-inclusive or exclusive of other meaningful contributions. **An individual may have contributed only to some of the itemized criteria and still be recommended for promotion.**

Typically, promotion to this rank will require a **minimum of five years** of service at the Research Associate Professor level. Appointment or promotion to Research Professor requires clear **documentation of research and national recognition.**

Promotion Glossary

Dossier – The promotion document; also known as the promotion “package” or “the case”.

Preparer – A senior faculty member who is at or above the rank of the candidate seeking promotion and is responsible for the content, accuracy and presentation of the dossier.

Usually the **Unit Executive Officer (UEO = Department Head)**

If the DH is ineligible ([rank](#); [dual relationship](#)), the Dean will assign a senior faculty member to assume the role.

Coordinator – Administrative assistant who helps the Preparer with the compilation and formatting of the dossier.

Review Committees – Faculty committees at 3 levels:

Department
College
Campus

- Each committee reviews the dossier and evaluates it's merit as compared to the ***norms of the college***, then votes to endorse the case.
- Committee composition is determined by the department, college and university bylaws.
- Committee members may only vote on a case that considers promotion at or below their rank they may only vote at the lowest level of the review process.

The review process for each dossier involves over 45 people!

- UEO
- Dean
- Department Committee (minimum 3)
- College Committee (9)
- Campus Committee (28)
- External Reviewers (min 5)
- Provost & Chancellor



Goal: Objective, unbiased review bias; one person can't undermine outcome

Audience: A majority of the reviewers are ***outside of the COD*** -
not all reviewers may be familiar with your content area.

Remember to make your case clearly!

The Process of Promotion – 8 Simple Steps!



COD Timeline in detail

- April- May DH identify faculty who will be nominated for promotion
(Note: Probationary faculty in Year 5 MUST be nominated)
 - June- July Nomination packages constructed/ External Eval Requests
 - August Departmental Review and Vote completed
 - **September** Completed packages submitted to College
 - October College Committee Review and Vote
 - **November** FINAL Paper and Electronic copies to COD OFA
Dean's Review and Endorsement
 - **DECEMBER** DOSSIERS SUBMITTED TO CAMPUS OFA
-
- February Campus Committee Meets
 - Feb-March Faculty notified of Campus Committee Vote
 - May Provost-Chancellor Review/
 - July Board of Trustees Approval

Important things to note...

- You and your Dept. Head need to make a firm decision about your nomination by **May/June** (Requests to External Reviewers).

(Note: the UEO may not deny a faculty member the opportunity to apply for promotion.)

- The preparation of the nomination package will be a jointly shared activity that involves you, your Dept. Head (Preparer), and generally the Asst. to the Head or another administrative assistant. = **Promotion Team**
- Once the nomination package is submitted, you, as a candidate, are to be **informed of each decision in the review process (vote total), in writing.**
- The **College Committee on Academic Track Appointment, Promotion & Tenure** consists of 9 tenured faculty; 4 Associate Professors and 5 Professors.
- Committee members can only vote on those to be promoted to their own rank or lower, but they may participate in the discussion of all nominations.

ANATOMY OF THE DOSSIER

Non-evaluative Sections (Data: Lists & Tables/ Candidate Completes)

I. Teaching

II. Research

III. Service

IV. Statement on Diversity, Equity and Inclusion NEW!

V. Interdisciplinary Work Statement (optional)

Evaluative Section- VI. (Preparer Completes)

A. Peer Evaluations of Teaching (REQUIRED)

B. External Letters of Reference

- **No less than 5, no more than 8, solicited by your DH**
- The reviewers must be **unbiased, impartial experts in your field** at the **rank of tenured full professor or equivalent**
- **Cannot be past or present collaborators, mentors, or close associates**
- **Candidate may suggest reviewers NEW!**

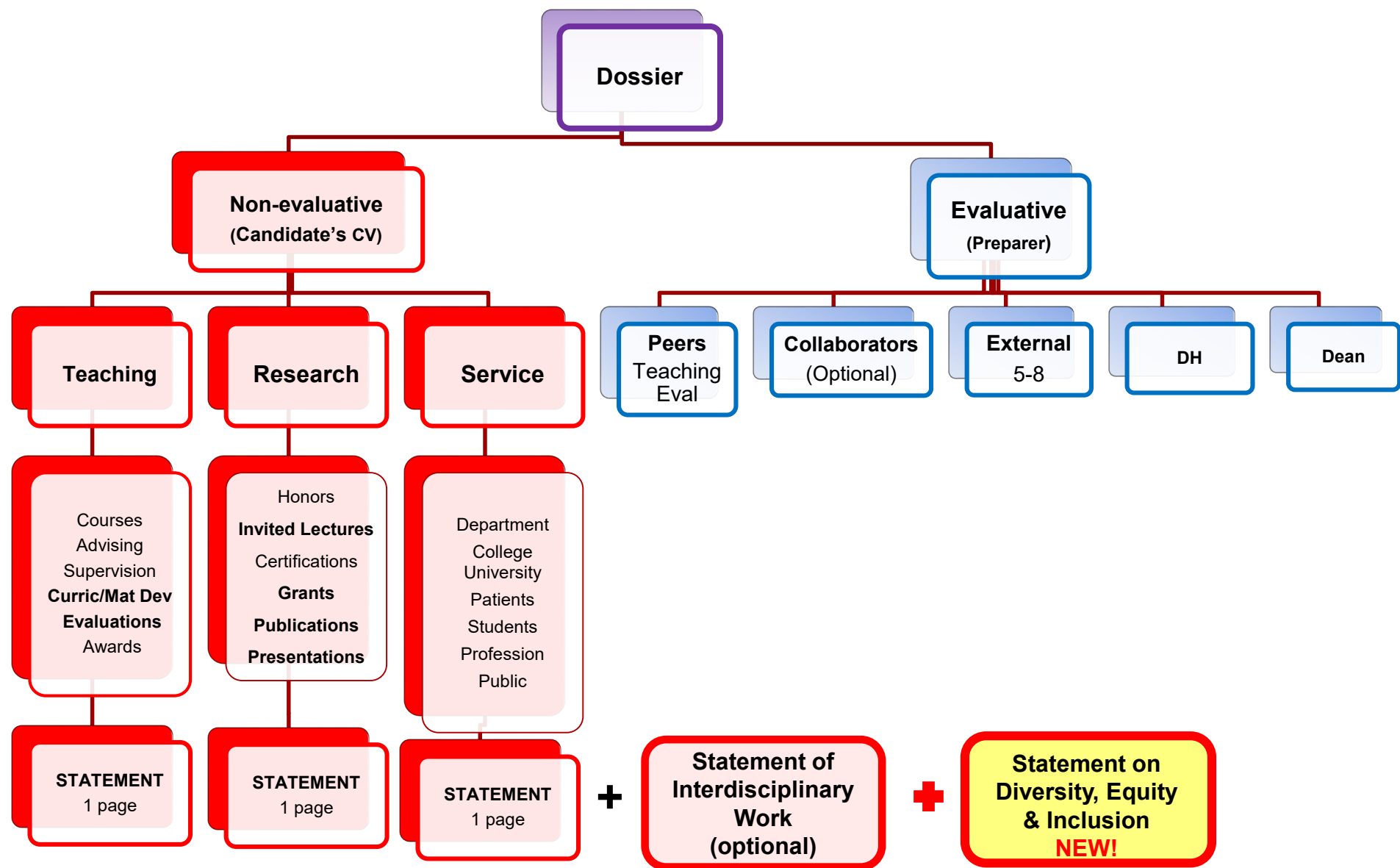
C. Letters of Collaboration/Collaborator Attestation Form

- **If applicable; ALL Ranks NEW!**
- Preparer will request these letters; may be external or internal collaborators
- **DISCUSS EARLY!**

D. **Letters of Support** (optional, but recommended)

Discuss early; can recommend names.

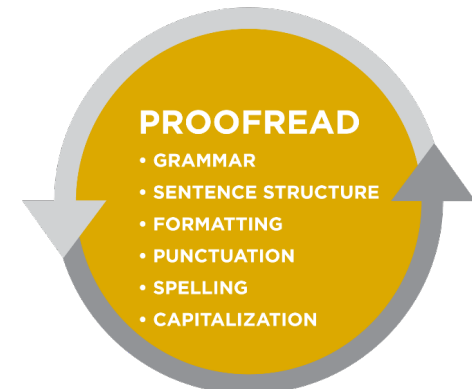
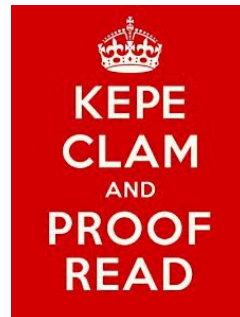
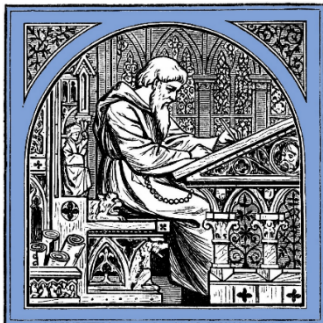
THE PROMOTION DOSSIER



More about the Personal Statements...

- **ONE** page limit; prompts provided in guidelines
- **START EARLY** – needed for external reviewers
- **YOUR VOICE** in the application- Highlight strengths and accomplishments; define focus; put work in context; **create a comprehensive narrative**. Opportunity to address the reviewers and provide info that isn't presented in the lists and tables.
- **REMEMBER YOUR AUDIENCE!** No jargon, acronyms or technical language.
- Be **specific** about your future goals and career trajectory; don't end with "more of the same".
- Statement of Interdisciplinary Work & Statement on Diversity, Equity & Inclusion – Optional? Highly recommended. 😊
- **"DRAFT & CRAFT"** – review, revise, polish; get feedback from peers & senior faculty.

Check spelling and grammar!



NEW! Diversity, Equity, Inclusion Statement

*Optional for faculty hired prior to **August 16, 2021**; mandatory for faculty hired after*

The candidate should provide **examples of scholarship, research, teaching, creative activity, or service relevant to the institutional commitment to diversity, equity, and inclusion, and describe his/her/their plan for future activities.**

The statement is intended to broadly encompass efforts in diversity, equity and inclusion. It can reflect:

- Service, research, and/or teaching
- Activities at UIC or within academic and professional associations, non-profit, governmental, and/or private sector organizations, or representing UIC within the community,
- Efforts addressing a wide range of equity and inclusion issues.

Personal Statement – A VERY General Outline

I. Background

- Introduction
- Motivation/Goals



II. **S**ignature/**I**mpact

- Highlight achievements, but don't just summarize tables- provide context
- **Significance** of contributions
- **Growth** in area of expertise
- Avoid technical jargon

III. **T**rajectory

- Plans & **goals** (not more of the same!)
- Think about what you need to do for your next promotion!

➡ Be mindful of prompts

➡ PROOFREAD, PROOFREAD, PROOFREAD!!!



More about the external letters...

- Candidates **may** suggest a list of potential referees, departments or programs to the Preparer. **NEW!**
- Candidates may submit a list of referees whom they believe are **inappropriate** along with the reasons for their proposed exclusion.
- The **request for an external reference letter must include:**
 - 1) Standardized request letter – the DH prepares this; template in instructions.
 - 2) **Your complete CV** – be sure that it accurately and **FULLY** depicts your accomplishments.
Use a standard template and have the Preparer review for formatting and accuracy.
 - 3) Your teaching, research, and/or service **statements** from the dossier.
 - 4) A statement of our **college norms** for the rank to which you are nominated.
 - 5) Representative publications or a link to your **publications**.
- Discuss this with your DH/ Preparer **early** so you know what they want to send.
Your DH may need these materials as early as May/June. Please check & **PLAN!**
- *Candidates are not permitted access to any part of the external letters of reference, even if redacted.*

OTHER EVALUATIONS



ALL requests for evaluation are solicited by the Preparer.

- **Peer Evaluation of Faculty Teaching - Expected, especially for Clinical/Educational track faculty**
- **Letters of Collaboration** - required *if* evidence of significant collaboration in publications or grants
- **Letters of Support** (optional)
- **Courtesy Appointments** (if applicable)

The Dossier

Where? UIC/OVPFA [https://faculty.uic.edu/hr/promotionandtenure/COD/ Faculty Resources](https://faculty.uic.edu/hr/promotionandtenure/COD/FacultyResources)

[https://dentistry.uic.edu/academics/faculty- resources/career-promotion-and-tenure-resources/](https://dentistry.uic.edu/academics/faculty-resources/career-promotion-and-tenure-resources/)

What? **Correct Version** = Tenure Track & Research Non-Tenure Track

How? **Guidelines** = **Instructions (Part III)**

When? New forms available beginning of April

UIC P&T Guidelines, Forms and Resol x +

← → ↻ 🏠 🔒 faculty.uic.edu/hr/promotionandtenure/guidelines/ 🔗

UIC College of Dentistry 🌐 Web Slice Gallery UIC Resources (2) UIC Resources 📄 Imported From IE 🏠 Home - PubMed -...

Promotion & Tenure (P&T)

- Calendar of Dates & Deadlines
- Guidelines, Forms and Resources**
- Mentoring Workshops
- Mid-Probationary Review
- Senior Rank Promotions

General Information

Questions about the P&T process should be sent to uicpt@uic.edu

- [Calendar of Dates & Deadlines](#)
- [Tenure & Research Non-Tenure Guidelines](#) ←
- [Clinical Non-Tenure Guidelines](#)
- [Required Forms](#) ←
- [Helpful Resources](#)
- Email uicpt@uic.edu if there is a change in the College's P&T Coordinator(s).

I. TEACHING ABILITY AND PERFORMANCE

In chronological order, list data for the candidate **SINCE** the last personnel action. For faculty who are on a Q contract; who are in the non-tenure track having switched from the tenure track; who were moved into the tenure track from the non-tenure track or from a visiting appointment; or who started their probationary year higher than T1, please include data since the last personnel action or for the past five years (six years for a COVID tenure rollback or extension), whichever period is longer (*post-doctoral data may not be included*). Note any release time for sabbatical, fellowships or any other reason. Please use Section I.A.7 to record teaching activities conducted externally to UIC that occurred since the last personnel action period (or within the equivalent time frame indicated herein for Q-contract faculty, those who have switched into the tenure track, and those who started their probationary year higher than T1).

A. ACTIVITIES

1. Courses Taught at UIC

"Required" refers to courses that all students must take in order to complete a degree program or specialization, including minors and/or concentrations. "Selective" refers to courses that are on a list of two or more courses from which the student must select one or more in order to complete a degree program or specialization. "Elective" refers to courses that are not required for any degree but which may be used toward elective hours in a degree program. Please indicate if you were the Course Director for a course; if team taught, indicate number of course sessions taught.

[illegible]

B. EVALUATION OF TEACHING AND RELATED ACTIVITIES AT UIC

Please provide teaching evaluations for courses listed in 1 A. 1. Courses Taught. "Required" refers to courses that all students must take in order to complete a degree program or specialization, including minors and/or concentrations. "Selective" refers to courses that are on a list of two or more courses from which the student must select one or more in order to complete a degree program or specialization. "Elective" refers to courses that are not required for any degree but which may be used toward elective hours in a degree program.

1. Summary of Student Evaluations of Faculty Teaching at UIC*

*It is inappropriate to ask current doctoral students supervised by the candidate to write a teaching evaluation for the candidate. Summarize below the results of student evaluations of the candidate's teaching ability.

DEPARTMENTS MAY USE AN ALTERNATE FORM FOR SUMMARIZING STUDENT EVALUATIONS; HOWEVER, STUDENT EVALUATIONS MUST BE PRESENTED AS SUMMARIZED DATA.

<u>#</u>	<u>Semester/ Term</u>	<u>Course Number</u>	<u>Course Title</u>	<u>Required/ Selective Elective</u>	<u>*Average Rating + SD</u>	<u>(n/N)</u>
1						
2						
3						
4						

G. PUBLICATIONS, PAPERS, AND OTHER SCIENTIFIC, CREATIVE OR SCHOLARLY WORKS

For faculty who are on a Q contract; who are in the non-tenure track having switched from the tenure track; who were moved into the tenure track from the non-tenure track; or who started their probationary year higher than T1, please include data since the last personnel action or for the past five years, whichever period is longer (post-doctoral data may not be included). List in chronological order.

Underline senior author in all categories, and asterisk (*) refereed publications if listed in categories other than c. The senior author is defined as the major contributor to the publication. If there is certain significance in the order of authors in multi-authored publications in the discipline, please provide a brief summary of the practice.

1. Publications or Other Creative Work Relevant to the Discipline:

Date **BEFORE** Last Personnel Action

a. **Books and monographs**

☐ Check here if none

b. **Edited volumes and translations**

☐ Check here if none

c. **Articles in refereed journals**

(Do not abbreviate titles; give inclusive page numbers. If there is certain significance in the order of authors in multi-author publications in the discipline, please provide a brief summary of the practice).

☐ Check here if none

d. **Other articles, including bulletins and technical reports**

(Give inclusive page numbers.)

☐ Check here if none

e. **Chapters in books**

(Give inclusive page numbers.)

☐ Check here if none

- Candidate name in **BOLD**
- Impact factor or status of journal in field.

2. Publications or Other Creative Work Relevant to the Discipline

Date **SINCE** Last Personnel Action.



Common Problems/ Questions:

- **Lists & Tables:** Read instructions for lists & tables;
chronological order = oldest first (teaching tables, research tables, publications)
- **Statements:** grammar, formatting, structure; **proofreading** critical; focus/impact
- **Collaboration-** look carefully at publications and co-authors
(attestation may be needed)
- **Correct version of form;** most recent; **no form editing allowed**

Remember!!!

- **Review committees will review content and merit as *compared to Norms & Guidelines.***
- **Errors are distracting and reflect poorly on candidate's efforts.**

Campus Workshops & Resources

Office of Vice Provost for Faculty Affairs

<https://faculty.uic.edu/hr/promotionandtenure/workshops/>



Spring 2023 P&T Mentoring Workshops

P&T process from the campus perspective + Q&A panel with Campus P&T Committee

- **Junior Tenure-Track Faculty** - Monday, April 3, Noon-1pm & 2nd date TBA
- **Under-represented Faculty** – Tuesday, April 18, 3-4pm
- **Mid-Career Tenure-Track Faculty** – Date/Time TBA
 - Check website to register (Virtual/ in person?)
 - Usually recorded (2022 recordings are still available on the website)

Tutorial Video:

How to Prepare and Complete the Electronic File of the Dossier Forms

HIGHLY RECOMMENDED for P&T Candidates, Preparers, and Coordinators

Questions, Support & Guidance

**COLLEGE
OF DENTISTRY**



**Office of
Faculty Affairs**

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Jill Glascott
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Alison Doubleday
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Campus P&T Committee
Dr. Christine Wu
chriswu@uic.edu



- **Presenting Teaching Activity – TBA**
- **CV and Personal Statements- TBA**





obrigado

Dank U

Merci

mahalo

Köszí

спасибо

Grazie

Thank
you

mawuuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos