

Promotion and Tenure – P&T Committee Companion Guide

How the College Promotion & Tenure Committee Does Its Work

Purpose of the College Promotion and Tenure Committee

The purpose of the College Promotion and Tenure Committee is to ensure that all faculty members who have contributed substantially to the mission of the College by achieving the criteria for promotion and/or tenure are fairly and favorably recommended to the Dean, the Chancellor, and the University of Arkansas President and Board of Directors to receive these academic honors. The Committee also serves to ensure that *newly hired* faculty members are fairly recommended to be appointed at the rank their credentials and accomplishments warrant, on the basis of the College's Guidelines.

Composition and Leadership of the College P&T Committee

The Committee is composed of 16 members, all of whom are tenured professors, appointed by the Dean. Each professor typically serves a four-year term. Hence, four professors are appointed annually to fill the vacancies created as four professors complete their service on the Committee. When appointing new committee members, the Dean considers the current distribution of faculty appointments across all academic pathways and across all departments of the College as well as the genders and races of current committee members, attempting to assure balanced representation of faculty interests.

The Chair of the P&T Committee is among the cohort of committee members beginning their fourth year of service on the Committee. The Chair conducts the annual P&T Committee Retreat. Annually, the Dean appoints the Chair-elect from among the members beginning their third year of service on the Committee. The Chair-elect conducts those portions of the annual P&T Committee Retreat during which the Chair must leave the retreat room (see below). The Associate Dean for CME & Faculty Affairs serves as the Executive Secretary to the Committee. The Chair, Chair-elect, and Executive Secretary are responsible for writing, on behalf of the Committee, any letters of the "intent to deny a request" for promotion and/or tenure that result from the Committee's decisions (see below).

How does the College P&T Committee do its work for newly hired faculty, and for existing faculty?

Throughout the year, the Committee reviews information about newly hired faculty members for whom department chairs request academic appointments at the ranks of Associate Professor and Professor. The information includes credentials, professional accomplishments, letters of recommendation from experts within the individual's field(s) of expertise, and the chair's letter of request. The Committee members vote to approve or disapprove appointment at the requested rank, based whether the individual has fulfilled the College's criteria for appointment at that rank. The results of the voting form the Committee's positive or negative recommendation which is forwarded to the Dean. This document review and voting process are handled within a confidential electronic database.

Throughout the year, the Committee also considers requests for:

- Sabbatical leave (off-duty work assignment)
- Suspension of the tenure clock
- Awarding of Emeritus status
- Awarding of the title of Distinguished Professor

Requests for promotion and/or tenure from existing COM faculty members are acted upon by the P&T Committee once a year during a meeting that takes place over a weekend in early November. This meeting is often referred to as the "P&T Committee Retreat."

How do members of the College P&T Committee receive and review the P&T packets of individual faculty members?

- The processes of the P&T Committee are modeled after meetings of National Institutes of Health (NIH) study sections.
- 18 copies of an individual faculty member's P&T packet are submitted to the Office of Faculty Affairs (OFA) by the first Monday of October.
- The Committee's Executive Secretary and OFA Staff members assign each faculty member's packet to two members of the P&T Committee for detailed study. One of these Committee members serves as the primary reviewer; the other serves as the secondary reviewer. The OFA staff members make every effort to match the candidate's academic pathway and the primary reviewer's academic pathway, while also balancing the review workload for all members of the Committee. The Clinical Educators on the P&T Committee are the primary reviewers for Clinical Attendings.
- Once assignments of primary and secondary reviewer roles are completed, OFA staff members deliver the P&T packets to assigned reviewers. This allows Committee members approximately one month to complete their reviews.

How is the November P&T Committee Retreat conducted?

- The P&T Committee Retreat is an important and confidential meeting, attended by the 16 P&T Committee members, the Executive Secretary of the Committee, and two OFA staff members who help manage document review during the meeting.
- The Dean of the College of Medicine formally charges the Committee with its responsibilities at the opening of the annual retreat.
- Who is in the room, and under what circumstances do P&T Committee members excuse themselves from discussion of an individual's request(s)? It is critically important to ensure equity and fairness in the review of the accomplishments of each faculty member who requests promotion and/or tenure and to avoid unconscious bias. Therefore, individual P&T Committee members excuse themselves from the retreat room for the following reasons:
 - During the review of a faculty member whose primary academic appointment is in the same department as a Committee member's
 - During the review of a faculty member for whom a Committee member has served as an important mentor or collaborator
 - During the review of a faculty member about whom a Committee member feels s/he could not render a fair and unbiased opinion, for any reason
- The order of review of all the candidates' requests is by rank and academic pathway. All requests for promotion from Assistant to Associate Professor are heard first, arranged by academic pathway (e.g., Basic Scientists, then Clinical Scientists, then Clinical Educators, and then Clinical Attendings). Thereafter, all requests for promotion from Associate Professor to Professor are heard, arranged by academic pathway.
- How are individual requests presented to the Committee?
 - An individual's P&T packets are distributed to the entire Committee.
 - An oral presentation is made by the individual's primary reviewer. The reviewer expresses his/her opinion as to whether the criteria for promotion and/or tenure have been fulfilled.
 - The secondary reviewer is invited to make additional comments, as s/he feels are appropriate to present the individual's case clearly and fairly. The secondary reviewer also expresses his/her opinion as to whether criteria for promotion and/or tenure have been fulfilled.
- The Chair entertains discussion of the individual's accomplishments in comparison with the P&T Guidelines document. At the conclusion of discussion, the Chair calls for the appropriate votes, according to what the individual has requested, e.g.,

- Vote to recommend promotion to the rank requested, in the individual's primary academic department
- Vote to award tenure, if requested
- Vote to award promotion to the rank requested, in the individual's secondary academic department
- Vote on special requests, e.g., Emeritus Status or Distinguished Professor
- Committee members vote by carefully counted show of hands. A simple majority of the voting members who are present in the room carries the decision. A Committee member who has been present for the review and discussion may abstain from voting, in which case their presence in the room is counted, thus influencing how many votes constitute the majority.
- The Chair votes only to break "tie votes."
- If the Committee votes its "intention to deny" the request(s) for promotion and/or tenure, the Chair leads a discussion that captures in clear language the rationale for the denial, in accordance with the P&T Guidelines.

How does an individual who has requested promotion and/or tenure learn of the results of the P&T Committee's decision(s)?

- An individual whose request(s) has been approved by the P&T Committee will receive a letter, by Tuesday after the retreat. Delivery of the letter is arranged by the Office of Faculty Affairs and departmental administrators. The letter is signed by the P&T Committee Chair, and states that the P&T Committee has voted to recommend that the Dean approve the request(s). The individual's department chair receives a copy of the letter.
- An individual whose request(s) has been denied by the P&T Committee will receive a letter, delivered by his/her department chair (of the chair's designee if the chair is out of town), on Monday after the retreat. The letter is signed by the P&T Committee Chair, and states that the Committee has voted its "intention to deny" the request(s). The letter states the explicit rationale as to why the Committee judged that the individual's P&T packet did not demonstrate the fulfillment of the criteria for promotion and/or tenure. The letter further states that the individual and his/her department chair have 10 business days within which to decide whether to appeal the Committee's intention to deny the request(s). In view of the rationale provided by the Committee, if the individual and the chair feel that additional information can be promptly provided to demonstrate that the criteria have been fulfilled, then an appeal should be made. If an appeal is not requested, then the Committee's recommendation to deny the request is forwarded to the Dean.

How does the appeals process work?

- The individual candidate or the candidate's department chair informs the Executive Secretary of the P&T Committee, in writing (e-mail is acceptable), that an appeal is requested.
- The Office of Faculty Affairs informs the individual and the department chair of the dates and times when the appeal can be heard by the College P&T Committee. A specific date and time is confirmed. Appeals hearings are typically held within the month of December.
- It is the shared responsibility of the individual candidate and the department chair to compile the information on which the appeal will be based. It is the responsibility of the chair to present the oral appeal. The chair may present written documents in addition to what was initially presented in the individual's P&T packet if there is new material that helps support the request and demonstrate that promotion and/or tenure criteria have been fulfilled. The individual's P&T packets are available to the Committee during the appeal. The chair may invite additional faculty members to assist in making the oral appeal. The individual candidate does not take part in the appeals hearing (except in rare situations wherein a candidate has requested promotion and/or tenure without departmental

approval). The department chair is invited to make the oral appeal to the Committee in approximately 20 minutes time, after which the P&T Committee members may ask questions of the chair and any other participating faculty members for another 10 minutes. At that point, the department chair and any accompanying faculty members are thanked, and excused from the room. The Committee Chair then entertains discussion, and calls for a vote on each of the requests. The same voting process is followed in an appeals hearing as is followed in the P&T retreat.

- The individual candidate and the department chair are informed about the Committee's decision(s) by letter, typically the day after the appeals hearing.
- The results of the Committee's vote(s) are forwarded to the Dean.
- If the P&T Committee again votes to deny the individual's request(s), the individual and the chair may elect to appeal the decision to the Dean. This decision must be made within 10 working days and any request for an appeal to the Dean must be made during that time, in writing, to the Executive Secretary of the P&T Committee.
- If this option is elected, the Office of Faculty Affairs forwards all the written materials reviewed by the P&T Committee to the Dean. In the course of the Dean's review, s/he may contact the department chair and any other faculty members s/he wishes if further clarification of the written materials is required. The Dean has the authority to accept or reverse the recommendation of the P&T Committee on each of a candidate's request. It is, however, unusual for the Dean to reverse the carefully considered recommendation(s) of the Committee.
- At the conclusion of the Dean's review of the appeal, his/her decision and recommendation to the Chancellor is conveyed to the candidate in writing. A copy of the Dean's letter is also provided to the department chair and the Executive Secretary of the College P&T Committee.
- The decision of the Dean is typically final. However, according to University of Arkansas policy, an individual may appeal the Dean's decision to the Chancellor. The decision of the Chancellor is final.
- If the Dean recommends to the Chancellor a denial of the candidate's request, the candidate and his/her department chair have 10 working days by which to inform the Executive Secretary of the P&T Committee of their intent to appeal the decision to the Chancellor.

How does the approval process occur, following the approval of a request by the P&T Committee?

- Following the completion of any requested appeals to the P&T Committee and any subsequent appeals to the Dean, the Executive Secretary of the P&T Committee forwards to the Dean for his/her review the Committee's final recommendations regarding all approvals and any "un-appealed" denials of requests, as well as a copy of all the written materials the Committee has reviewed.
- The Dean typically completes his/her review of each candidate's written materials in January. Should the Dean reverse a recommendation made by the Committee, the candidate and the candidate's department chair will receive a letter from the Dean stating his/her recommendation to the Chancellor. Such a letter is typically delivered by the end of the month of January.
- The Dean's recommendations about all requests are submitted to the Chancellor for review along with all the written materials that have been presented to the P&T Committee and the Dean.
- The Chancellor (or his/her designee) subsequently submits to the UA President all approved requests for promotion, tenure, and special honorific titles. The UA President submits these requests to the UA Board of Trustees at the Board's annual meeting in April. Approvals by the President and the Board become effective on July 1 of the year following the November P&T Retreat when the request(s) were first considered by the College P&T Committee.