

Promotion and Tenure Conference

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- I. Role of University Promotion and Tenure Committee
- II. Mechanism of Review
- III. Key Features of the Portfolio
 - A. Organization
 - B. Completeness
 - C. Supporting documents
 - D. Candidate's statement

IV. What Makes a Good File?

A. Department guidelines for promotion

- 1) Clear, precise and summarized

B. Hire letter/appointment letter

- 1) What percentage of research/teaching?

C. Chairman's letter explaining negative votes

- 1) Why split votes?

D. Reputable outside references

- 1) Avoid friends!
- 2) Honest letters can be dicey. It's OK
- 3) Avoid overexplaining bad reference letters
- 4) Honest representation of funding
 - 1) Group grants count but.....!

E. Be precise with rebuttal letters

- 1) Don't whine!

V. What Makes a Bad File?

- A. Files the size of Mt. Everest
- B. Badly organized files
- C. Letters that **do not** support hiring criteria
 - A. Did they meet expectations?
 - B. Moving target as years go on
- D. Unclear departmental rules
- E. Misrepresenting funding/scholarly activities