**Steps, Materials and Related Information for Promotion Review and Tenure**  
*PRT related excerpt from Faculty Handbook*  
*Retitled 4-28-14*

<table>
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<tr>
<th>TIMELINE for PRT Chair, candidates, committee, Dept. Chair, and PRT procedures.</th>
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| **Spring** | Identify PRT chair for coming Fall.  
Identify faculty who are up for review or promotion.  
Notify faculty who are eligible for promotion.  
With candidate and mentors, identify and submit to CLAS external reviewers.  
Re-read departmental and PSU PRT guidelines, and this Faculty Handbook section, “Steps, Materials and Related Information for PRT”  
Help faculty with preparation of external packets, due by end of first week in June, mailed by end of second week in June.  
Remind faculty that materials for Annual Review are due **October 1**, except for Third Year Review, due **first Monday in February**.  
Remind faculty that materials for Tenure and/or Promotion review are due **October 1** |
| **Summer** | Help faculty with preparation of additional internal materials.  
Obtain external letters, as required: reminder to reviewers **mid-August**, letters due **September 15th**.  
Locate teaching evaluations for all faculty.  
Obtain schedule for PRT decisions from Dean’s office. |
| **Early September and** | Attend Steering Committee meeting to schedule PRT meetings.  
Remind faculty that materials for Annual Review are due **October 1**.  
Remind faculty that materials for Tenure and/or Promotion review are due **October 1** |
| **Fall** | Materials for annual review are due to PRT Chair from faculty on **October 1**.  
Materials for Tenure and/or Promotion are due to PRT Chair from faculty on **October 1**.  
Organize and schedule PRT Committee activities.  
Assign report writers for each PRT candidate.  
Make sure reports and materials go to Department Chair.  
Make sure materials go to the Dean in a timely fashion.  
Meet with faculty to discuss reports.  
Make sure reports are in faculty files. |
| **As needed** | Make sure procedures for reconsideration are followed. |

The PRT Chair ensures that all policies and procedures referring to Promotion, Retention, and Tenure are followed. This typically means making information available to the PRT committee and the candidates about the process. As soon as a PRT Chair is named, he or she should reread the departmental “Procedures for Faculty Development and Evaluation” (updated and approved by OAA 11/2/12, available on the I drive), and the “PSU Policies and Procedures for Evaluation of Faculty for Tenure, Promotion and Merit Increases” (hereafter referenced in this document as PSU P and T guidelines, available as a link on the CLAS website). The PRT Chair should also review with the designated office specialist the CLAS deadlines, and all relevant PRT forms and checklists from the CLAS website. The review of deadlines and forms is a requirement because they are frequently updated. The designated office specialist will update the forms and calendar in early fall, but it is the PRT chair’s responsibility to check these for accuracy.
1. The Dean’s office notifies the Department Chair about which faculty are eligible for promotion and tenure. Faculty must be considered for tenure and promotion to associate in their sixth year. Faculty who are eligible for promotion from Associate to Full Professor can decide to defer consideration if they wish. By the end of Spring quarter, it should be determined by the past PRT chair, incoming PRT chair, and candidates who will be considered in Fall.

2. There are typically four types of cases to consider. Note that some of the timelines described below will vary depending on the candidate’s letter of offer and other agreements made with the candidate subsequent to hire. There may also be variations depending on leaves taken by the faculty. It is the responsibility of the PRT chair and assigned office staff to check the candidate’s file to determine exact situation and expectations.

   a. Annual reviews of junior faculty: Conducted annually (people are not reviewed until after their first full year as faculty). Typically, these reports are not forwarded to the Dean at the time they are written; however, these reports are collected and forwarded to the Dean at a later time (e.g., tenure review).

   b. Third year review of junior faculty: Conducted in the spring of a faculty member’s third year (unless specified differently in the letter of offer), the report goes up to the Dean’s office with additional forms and materials.

   c. Tenure and promotion to Associate: Conducted after a faculty member's fifth full year (unless specified differently in the letter of offer), the report goes up to the Dean with additional forms and materials, plus prior annual reviews and external letters; external letters are required;

   d. Promotion to Full: Conducted after a person’s third full year as Associate (unless specified differently in their letter of offer, or deferred), the report goes up to the Dean with additional forms and materials, and external letters are required.

Although unusual, it is possible for a person to be considered for tenure without promotion to Associate or for promotion to Associate without tenure. The procedures are the same as those for consideration of both but the forms are filled out differently.

<table>
<thead>
<tr>
<th>Case</th>
<th>When</th>
<th>Goes to CLAS?</th>
<th>External letters?</th>
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<tbody>
<tr>
<td>Junior faculty</td>
<td>Annually</td>
<td>Not yet</td>
<td>No</td>
</tr>
<tr>
<td>Third year review</td>
<td>Spring of year 3</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Tenure and promotion to Associate</td>
<td>After 5 full years*</td>
<td>Yes, along with past annual and third-year reports</td>
<td>Yes</td>
</tr>
<tr>
<td>Tenure only</td>
<td>After 5 full years*</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Promotion to Associate only</td>
<td>After 5 full years*</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Promotion to Full</td>
<td>After 3 years as Associate*</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

* unless specified differently in the letter of offer.

**PREPARING MATERIALS**

**Internal Annual Review**

Materials for annual reviews, other than third year, are due to the PRT Chair by October 1. Materials should cover the time period since the last review, and include (in both pdf and hard copy):

   a. an updated vita in the format specified in Appendix I of the PSU P and T guidelines (CLAS website).
b. a narrative statement of scholarly agenda and accomplishments in research since the last review, of approximately 3-5 pages,
c. a narrative statement describing teaching (goals, pedagogical methods, and self-evaluation of both classroom and individual instructional processes) and outreach efforts as well as service and self-governance activities since the last review, of approximately 1-3 pages,
d. copies of their publications since the time of the last review, and
e. teaching evaluations since the time of the last review, summarized and presented graphically.

Third Year Review

Materials for third year reviews are due to the PRT Chair by the 1st Monday in February. Materials are cumulative and should cover the entire three years since the time of hire. Accomplishments over the entire span of a faculty member’s career can be included, with greater emphasis given to accomplishments achieved since starting at PSU.

Materials include (in both pdf and hard copy):
   a. an updated vita in PSU format (Appendix I, PSU P and T guidelines, CLAS website),
   b. a one-page summary that summarizes major accomplishments in research, teaching, outreach, and self-governance since the time of hire;
   c. a narrative statement of scholarly agenda and accomplishments in research since the time of hire, of approximately 5-8 pages,
   d. a narrative statement describing teaching (goals, pedagogical methods, and self-evaluation of both classroom and individual instructional processes) and outreach efforts as well as service and self-governance activities since the time of hire, of approximately 3-5 pages,
   e. copies of their publications since the time of hire, and
   f. teaching evaluations since the time of hire, summarized and presented graphically.

Tenure and Promotion

External Letters

All cases that require external letters should be worked on starting in the previous spring. This involves three steps:
   1. Identifying the external reviewers;
   2. Sending letters and packets to the external reviewers; and
   3. Obtaining letters from the external reviewers in a timely fashion.

1. Identifying external reviewers involves the candidate, the Department Chair, the PRT chair, and the Dean’s office.
   a. Once the department is notified by CLAS that the eligibility of each candidate is confirmed, the PRT Chair asks the faculty member for a list of at least four reviewers from outside the university. The list includes a brief description of the potential reviewer, his or her contact information, and a description of his or her relationships with the candidate (e.g., mentor, collaborator, colleague at another university, etc.). The candidate can also provide a list of reviewers perceived to be biased or negative. Although these people can be used as reviewers, the candidate’s views will be noted for the PRT Committee and included in the case. The CLAS Report on External Letters can be used to record this information during the selection period for external reviewers.
   b. At least three additional reviewers are listed by the Department Chair (in consultation with other faculty as needed). The combined list is sent to the Dean for review according to dates established by CLAS and the CLAS Dean may add names to the list. Thus, a list is created of potential outside reviewers from the input of the faculty member, Department Chair, and CLAS Dean.
c. The Chair of the PRT committee selects evaluators from this list of potential outside reviewers.

2. By the end of the first week in June, the faculty member whose performance is being reviewed, in consultation with the PRT chair assembles a packet for external reviewers, which includes samples of the faculty member's work as well as a curriculum vitae supplied by the faculty member (in the format of his or her choice). In general, these materials should be neatly photocopied and placed in a well-organized binder. The faculty member also sends a narrative statement related to his or her scholarship.

The PRT Chair sends the packet and a letter of solicitation to the reviewers by no later than the end of the second week in June, including a copy of 1) departmental “Procedures for Faculty Development and Evaluation (approved by OAA 11/2/12) and “PSU Policies and Procedures for Evaluation of Faculty for Tenure, Promotion and Merit Increases” (adopted April 7, 2014). In general, outside reviewers are used to substantiate the quality of scholarship, and assess teaching and service. Reviewers are asked to submit their letters so that the department has them by September 1. An example of the solicitation letter is available on the CLAS website.

3. The Department Chair is responsible for seeing that the letters arrive by September 15th. This may involve reminder emails or phone calls to the reviewers, beginning in the middle of September. A complete evaluation file to be considered by the PRT Committee must include at least three such letters from external reviewers.

Internal Materials

1. Faculty whose performance is being reviewed for tenure and/or promotion prepare a separate packet of well-organized materials for internal review. These are due to the PRT Chair by October 1. Materials are cumulative and should cover the entire time since the date of hire. Accomplishments over the entire span of a faculty member's career can be included, with greater emphasis given to accomplishments achieved since starting at PSU.

Materials should include (pdf in addition to the hard copy):
   a. a complete updated vita in PSU format (see Appendix I, PSU P and T guidelines, CLAS website),
   b. a one-page summary that summarizes major accomplishments in research, teaching, outreach, and self-governance since the time of hire;
   c. a narrative statement of scholarly agenda and accomplishments in research since the time of hire, of approximately 8-10 pages;
   d. a narrative statement describing teaching (goals, pedagogical methods, and self-evaluation of both classroom and individual instructional processes) and outreach efforts as well as service and self-governance activities since the time of hire, of approximately 3-5 pages,
   e. copies of their publications since the time of hire, and
   f. teaching evaluations since the time of hire, summarized and presented graphically; these can also be explained as desired (pdf in addition to the hard copy),
   g. Evidence of applied work. One avenue for demonstrating faculty contributions to the external community (such as civic groups, practitioners or the community at large) is to solicit such evidence from parties most affected. Candidates are encouraged to be highly selective in their inclusion of letters as a form of evidence.

CONDUCTING PRT REVIEWS: THE PRT COMMITTEE

1. Working in conjunction with the PRT Committee Chair, the designated office specialist obtains a schedule of relevant dates from the CLAS office. From these dates an internal timeline/review schedule will be established for the PRT Committee and Department Chair to complete their evaluation reports and share them with the faculty member under review. One week is allowed for the Department Chair to complete his or her report and two weeks are allowed for the faculty member to respond to the report or request a reconsideration if he or she desires to do so.
2. The PRT chair attends the first Fall meeting of the Steering Committee to schedule the PRT Committee meetings for the Fall quarter.

3. Process for obtaining student input is being developed.

4. At the first PRT Committee meeting, the chair assigns report writers and schedules the days that each case is discussed. In general, each case is discussed for a full PRT meeting. The report writer then prepares a draft (with line numbers if possible) and sends it to the Committee prior to the next meeting. The draft is discussed and revised at the next meeting.

The designated office CLAS website and prepares mini-packets concerning each case for each committee member and for the Department Chair. These are marked “Confidential” and distributed in envelopes to committee members and the Department Chair. Materials are also placed on the I drive, accessible only to the Department PRT Committee.

Mini-packets for faculty contain:
   a. the vita,
   b. a one-page summary that summarizes major accomplishments in research, teaching, outreach, and self-governance since the time of hire;
   c. the narrative statements;
   d. the summary of teaching evaluations,
   e. the ad to which the faculty member responded,
   f. the faculty member’s letter of offer, and
   g. the faculty member’s previous annual reviews, including those from the Department Chair and CLAS.

For cases involving outside reviewers, the packet also contains the external letters.

5. In general, the PRT Chair and PRT committee members follow the following procedures in conducting reviews. Candidates and members of the PRT committee should familiarize themselves with the procedures as well so that they understand the internal departmental process of faculty review.

   a. The PRT committee, comprised of all tenured faculty members at or above the rank of the candidate to be considered, reviews the materials submitted for consideration by the faculty member, together with the letter of offer and any prior PRT evaluation letters and evaluation letters from the Department Chair and Dean.

   b. The committee discusses the faculty member’s materials and performance, with each member of the committee responsible for communicating direct knowledge they may have of the faculty member’s performance.

   c. Based on the discussion, a member of the committee writes a draft letter that summarizes and communicates the committee’s evaluation of the faculty member. The writer of a faculty member’s review letter will be, where possible, from the same program area or field as the faculty member.

   d. The committee members review the draft letter.

   e. The committee reconvenes to discuss any needed revisions to the letter so that it accurately communicates the committee’s evaluation of the faculty member. A key function of the PRT chair during the meeting is to listen to the committee’s discussion and see that the evaluation letter accurately reflects the substance of the faculty’s discussion and evaluation of the faculty member.

   f. The letter writer revises the letter as needed based on this discussion and sends the revision to the committee members, and coordinates any additional revisions that are requested.
6. Using this process, the PRT committee considers each case, and prepares a letter or report. The final report is sent to the PRT chair, who issues the report under his or her signature. In the case of reports that go forward, these are written to the Dean (in third person). In the case of the annual reviews, these are written to the faculty member (in second person). Once all PRT Committee letters have been finalized, the PRT Chair should send the final copy to all members of the PRT Committee.

CONDUCTING PRT REVIEWS: THE DEPARTMENT CHAIR

1. The PRT chair gives the report, supporting materials, and forms to the designated office specialist who passes them to the Department Chair, after making sure that copies of all materials that need to be forwarded to the Dean are included. Upon request, PRT Chairs may also send next-to-final drafts of letter to the Department Chair.

2. The Chair prepares an independent evaluation of the review materials.

CONDUCTING PRT REVIEWS: FEEDBACK TO THE CANDIDATE

1. The committee report and the Chair’s letter are presented to the candidate for their review. The Departmental chair and the PRT Chair meet with the candidate to discuss the letters and convey any additional information from the PRT committee not included in the letter, and answer any questions that the faculty member may have about the evaluation.

2. The faculty member is given the opportunity to review his or her materials before they are forwarded to the Dean and Provost and he or she should then indicate having done so by signing the “Appraisal Signature and Recommendation Form.” The faculty member may suggest something as basic as a simple correction of fact in the letter (e.g., the candidate has 4 articles in press rather than 3); on rare occasions the candidate may have more substantive questions regarding their materials (see below). A copy of the complete appraisal should be in the file for review by the faculty member. The Chair and PRT Chair must discuss with a faculty member, when requested, the reasons for the recommendations.

3. If a faculty member does not question either the PRT committee's recommendation or the recommendation by the Department Chair, the designated office specialist sends the committee’s evaluation and the Chair’s letter, along with all supporting materials to the Dean.

4. If a faculty member questions either the PRT committee's recommendation or the recommendation by the Department Chair, he or she may request a reconsideration of that recommendation. Within two weeks of receipt of written notice of departmental action, the faculty member must give written notice of intent to request a reconsideration of the recommendation. If the request is for reconsideration of the PRT committee's recommendation, both the committee chair and the Department Chair must be notified and the Department Chair must return all appraisal materials promptly to the PRT committee chair. If the request for reconsideration concerns only the chair's recommendation, only the Chair need be notified in writing.

5. The review may be requested on the basis of procedural or substantive issues. The faculty member prepares whatever supportive material is pertinent. The supportive materials must be submitted within two weeks of written notification of intention to request the reconsideration.

All materials submitted by a faculty member shall become part of the appraisal document. The PRT committee and/or the Department Chair, as appropriate, consider the materials presented by the faculty member. The PRT committee and/or the Department Chair may attach to the appraisal additional documentation with their recommendation(s) at that time.
The designated office specialist makes copies of the chair evaluation letter, the PRT committee’s letter, the PRT voting form, and the chair’s cover letter to forward to the Dean. The appraisal document, including the committee’s evaluation, the Chair’s letter, the faculty member’s request and additional materials, along with all supporting materials, are sent to the Dean by the designated office specialist.

The appraisal shall be forwarded to the Dean in accordance with dates determined annually by the dean.

6. At the conclusion of the department review (PRT Committee & Department Chair), each faculty member’s “review file” shall be forwarded to the designated office specialist. The “review file” contains the required documentation that was submitted for review, along with the appropriate forms and subsequent evaluative reports and any supportive materials that may have been submitted.

7. For reviews that will be forwarded to the Dean, the designated office specialist ensures that materials are complete, in the required format, and forwarded to the Dean within the required timeline. For all types of review, the designated office specialist will place copies of the PRT committee review and Department Chair review in the faculty member’s permanent file, and will scan and place copies of appropriate documents in the PRT file - both electronic and hard copy.