



THE UNIVERSITY OF ARIZONA  
Office of the Provost

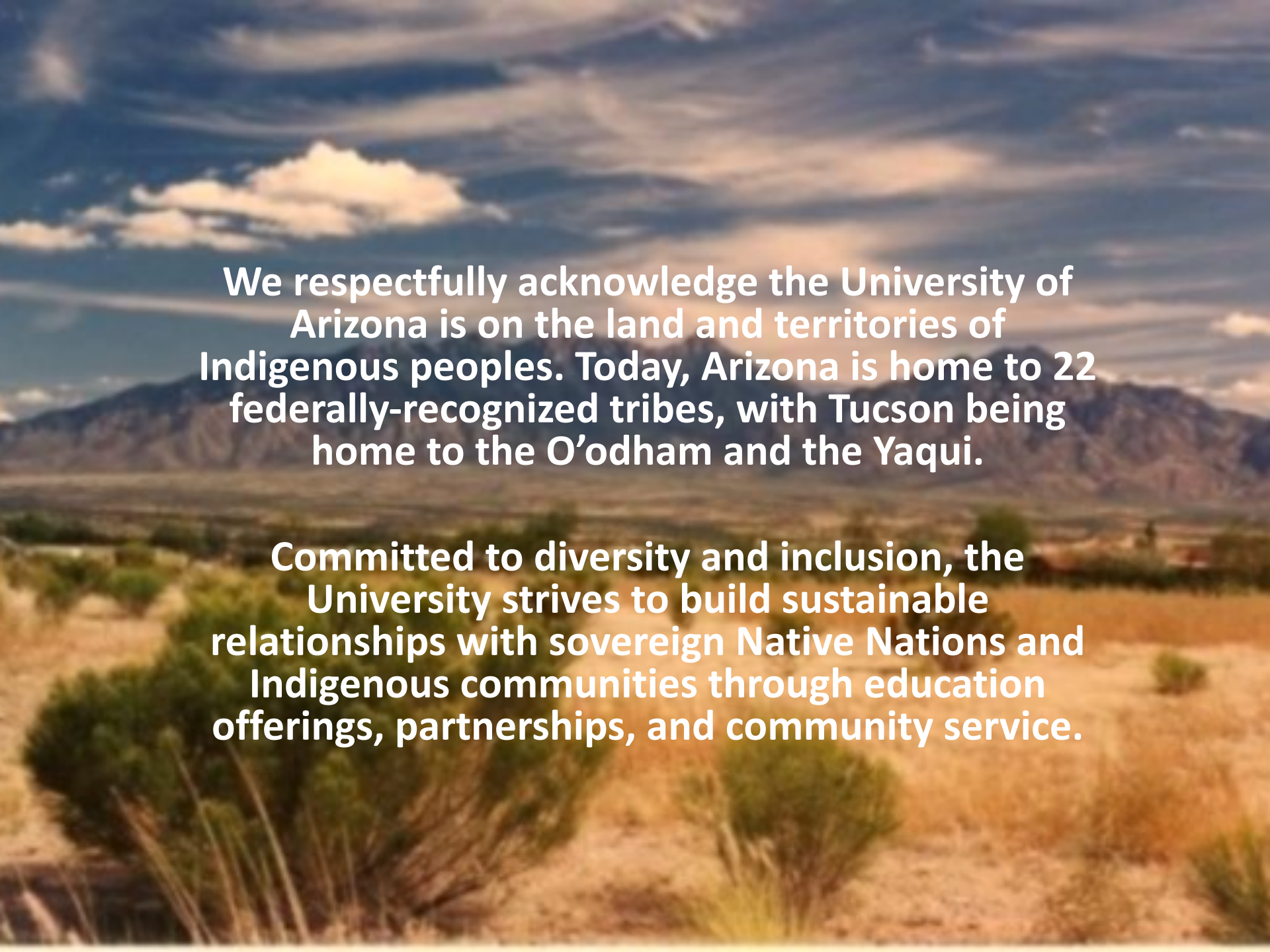
# 2023-2024 Promotion Cycle: Quick Tips and Updates For Department Heads



Faculty Affairs

[facultyaffairs.arizona.edu](https://facultyaffairs.arizona.edu)



A scenic view of a desert landscape. In the foreground, there are dry, yellowish-brown grasses and some green shrubs. The middle ground shows a valley with some buildings and more vegetation. In the background, there are large, rugged mountains under a blue sky with scattered white and yellowish clouds.

**We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally-recognized tribes, with Tucson being home to the O'odham and the Yaqui.**

**Committed to diversity and inclusion, the University strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.**



# Faculty Affairs Vision

- To nurture a humanistic approach to faculty activity that fosters excellence, equity and impact.
- We aspire to high levels of accountability, efficiency, and transparency.
- To promote understanding of the role and contributions of faculty.
- To adhere to the fundamental values of our land grant institution and R1 status.



# Outline

- Updates for the 2023-2024 Cycle
- Mistakes to Avoid
- Resources & Policy Links



# 2023-2024 Updates



# Summary of Updates for the 2023-24 Cycle

## No Changes

- Section 2A, 3, 4A, 5, 7A, 10A, & 11

## Changes/Updates

- Section 1, 2, 4, 4B, 6A, 7, 8, 9, 10



# The Promotion Dossier

Section #	Title	Prepared By
Section 1:	Summary Data Sheet	Dept. Admin/Head/Director Candidate
Section 2; 2A:	Summary of Candidate's Workload of Assignment & Pandemic Impact Statement	Dept. Admin, Head/Director & Candidate
Section 3:	Dept. & College Criteria (brief version)	Dept. Administration
Section 4, 4A, 4B:	Curriculum Vitae List of Collaborators Representative Work	Candidate
Section 5:	Candidate Statement	Candidate
Section 6, 6A, 6B:	Teaching Portfolio and Resources Information on Teaching & Mentoring Supporting Documentation	Candidate
Section 7, 7A, 7B:	Portfolio for Leadership, Extension, Service & Innovation	Candidate (optional)
Section 8:	GIDP Membership and Description of Contributions	Candidate (optional), GIDP Chair & Dept. Committee
Section 9:	Peer Teaching Observation Provost Award for Innovations in Teaching Nomination	Dept. Committee
Section 10, 10A, 10B:	Letters from Independent External Reviewers Letters from Collaborators	Dept. Head/Director
Section 11:	Recommendations ( <i>from Internal Reviewers</i> )	Dept., College & Univ. Levels



# Section 1: Summary Data Sheet

[2023-24\\_01\\_PT\\_Summary Data Sheet.pdf \(arizona.edu\)](#)



# PROMOTION AND TENURE 2023-2024

## SECTION 1: SUMMARY DATA SHEET

DATE:

NAME:

PREFERRED PRONOUNS:

EMPLOYEE IDENTIFICATION NUMBER:

CURRENT TITLE:

HOME DEPARTMENT:

COLLEGE:

CAMPUS ADDRESS:

UA BUILDING:

ROOM #

PO BOX#

SHARED APPOINTMENT:

SHARED: THE CANDIDATE'S BUDGET/SALARY LINE IS SPLIT BETWEEN TWO OR MORE DEPARTMENTS. INCLUDE APPENDIX A: CHECKLIST FOR SHARED APPOINTMENTS

TERMINAL DEGREE:

MONTH/YEAR OF TERMINAL DEGREE:

FINAL YEAR OF TENURE ELIGIBILITY:

TENURE-ELIGIBLE (TE) ONLY

TITLE FOR WHICH YOU ARE APPLYING:

FACULTY TRACK:  TENURE-ELIGIBLE  TENURED

REVIEW TYPE:  3<sup>RD</sup> YEAR RETENTION  MANDATORY REVIEW

TITLE:  PROMOTION TO ASSOCIATE RANK WITH TENURE (PT)  
(VOTES ON PT ARE NOT SEPARATED FOR CANDIDATES CONSIDERED FOR PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE)

PROMOTION TO FULL PROFESSOR WITH TENURE (PFT)  
(VOTES CAN BE SEPARATED FOR CANDIDATES CONSIDERED FOR PROMOTION TO FULL RANK WITH TENURE)

TENURE ONLY, NO PROMOTION IN RANK

PROMOTION TO FULL PROFESSOR RANK

### EMPLOYMENT ELSEWHERE AFTER TERMINAL DEGREE

INSTITUTION

DATES

RANK/TITLE

### EMPLOYMENT AT THE UA

INSTITUTION

DATES

RANK/TITLE



THE U  
Of

# CAREER TRACK PROMOTION 2023-2024

## SECTION 1: SUMMARY DATA SHEET

DATE:

NAME:

PREFERRED PRONOUNS:

EMPLOYEE IDENTIFICATION NUMBER:

CURRENT TITLE:

HOME DEPARTMENT:

COLLEGE:

CAMPUS ADDRESS:

UA BUILDING:

ROOM #

PO BOX#

TERMINAL DEGREE:

MONTH/YEAR OF TERMINAL DEGREE:

FACULTY TRACK:

CT LECTURER

CT CLINICAL  
PROFESSOR

CT RESEARCH  
PROFESSOR

CT PROFESSOR  
OF PRACTICE

REVIEW TYPE

AND TITLE:

PROMOTION TO CT SENIOR LECTURER

PROMOTION TO CT PRINCIPAL LECTURER

PROMOTION TO CT ASSOCIATE CLINICAL PROFESSOR

PROMOTION TO CT ASSOCIATE RESEARCH PROFESSOR

PROMOTION TO CT ASSOCIATE PROFESSOR OF PRACTICE

PROMOTION TO CT FULL CLINICAL PROFESSOR

PROMOTION TO CT FULL RESEARCH PROFESSOR

PROMOTION TO CT FULL PROFESSOR OF PRACTICE

TRACK TRANSFER TO:

CT LECTURER

CT ASSISTANT CLINICAL PROFESSOR

CT ASSISTANT RESEARCH PROFESSOR

CT ASSISTANT PROFESSOR OF PRACTICE

EMPLOYMENT ELSEWHERE AFTER TERMINAL DEGREE

INSTITUTION

DATES

RANK/TITLE

EMPLOYMENT AT THE UA

INSTITUTION

DATES

RANK/TITLE



# Section 2

## Workload





# Section 2: Workload Assignment

Prepared by Department Head/Director – **NOT EVALUATIVE**

**SECTION 2: SUMMARY OF CANDIDATE’S WORKLOAD ASSIGNMENT - TENURE-TRACK AND CONTINUING TRACK FOR:**

**DEPARTMENT/SCHOOL OF:**

**FTE:**

**Period in current rank *only*.** Duties for the period 2016-2017 through 2023-2024 have been distributed as follows:

Academic Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Teaching%								
Research, Scholarship and Creative Activity%								
Service% <i>Internal and External</i>								
Administrative Service%								
Clinical Service%								
Extension%								
Other Professional Activities% <i>Name and see below to describe activity. (For CE and CS only.)</i>								
Clock Delays or Leave(s)*								
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*\*Do not include percentages for years in which candidates were on leaves without pay and did not have assigned duties, but do include percentages for years with clock delays or sabbatical leave to recognize candidates’ assigned duties. Use an asterisk for years with delays. List sabbaticals as "SABB" and leaves without pay as "LWOP."*

**Requirements to meet departmental expectations for TEACHING:**

*Example: 40% teaching means approximately four 3-unit courses each academic year. This should correspond to general expectations in the department/unit. Do not list specific course numbers, student names, etc.*

**Requirements to meet departmental expectations for RESEARCH, SCHOLARSHIP or CREATIVE ACTIVITY:**

*Example: 40% research, which means an active research program that produces publishable research and/or tools or instruments that contribute to such research and grants. Do not list research projects, grants, or any information that specifically relates to the candidate’s activities, as opposed to general expectations in the department/unit.*

**Requirements to meet departmental expectations for SERVICE:**

*Example: 20% service, which includes service to the department/unit and university, participation or leadership in national or international scientific organizations or advisory groups, and outreach to schools and the general public. Do not list committees the candidate has served on or specific service duties.*

**Requirements and description for ADMINISTRATIVE SERVICE, CLINICAL SERVICE, EXTENSION and OTHER PROFESSIONAL ACTIVITIES** (It is required for continuing-eligible and continuing status positions to include the official position description assigned during their current rank, please see note below following "Additional Pages Attached"):

Use [Appendix A](#) for Shared Appointments and [Appendix C](#) for participation in GIDPs and other interdisciplinary units.



# Section 2: Workload Assignment

Prepared by Department Head/Director – **NOT EVALUATIVE**

## SECTION 2: SUMMARY OF CANDIDATE’S WORKLOAD ASSIGNMENT—CAREER-TRACK FACULTY

SUMMARY OF WORKLOAD ASSIGNMENT FOR:  
DEPARTMENT/SCHOOL OF:

Period is current rank only. Duties for the period 2016-2017 through 2023-2024 have been distributed as follows:

Academic Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
FTE Each Year								
Teaching%								
Research, Scholarship and Creative Activity%								
Service% <i>Internal and External</i>								
Administrative Service%								
Clinical Service%								
Extension%								
Other Professional Activities% <small>Name and see below to describe activity. (For CE &amp; CS only.)</small>								
Clock Delays or Leave(s)*								
Total	100%	100%	100%	100%	100%	100%	100%	100%

*\*Do not include percentages for years in which candidates were on leaves without pay and did not have assigned duties, but do include percentages for years with clock delays to recognize candidates’ assigned duties. Use an asterisk for years with delays. List leaves without pay as “LWOP.”*

**Requirements to meet departmental expectations for TEACHING:**

*Example: 40% teaching means approximately four 3-unit courses each academic year. This should correspond to general expectations in the department/unit. Do not list specific course numbers, student names, etc.*

**Requirements to meet departmental expectations for RESEARCH, SCHOLARSHIP or CREATIVE ACTIVITY:**

*Example: 40% research, which means an active research program that produces publishable research and/or tools or instruments that contribute to such research and grants. Do not list research projects, grants, or any information that specifically relates to the candidate’s activities, as opposed to general expectations in the department/unit.*

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*Example: 20% service, which includes service to the department/unit and university, participation or leadership in national or international scientific organizations or advisory groups, and outreach to schools and the general public. Do not list committees the candidate has served on or specific service duties.*

**Requirements and description for ADMINISTRATIVE SERVICE, CLINICAL SERVICE, EXTENSION and OTHER PROFESSIONAL ACTIVITIES (It is optional for continuing-eligible and continuing status positions to include the official position description assigned during their current rank, please see note below: “Additional Pages Attached”):**

*Use [Appendix A](#) for Shared Appointments and [Appendix C](#) for participation in GIDPs and other interdisciplinary units.*

\_\_\_\_\_  
Candidate’s Signature

\_\_\_\_\_  
Department Head’s Signature

\_\_\_\_\_  
Date



## Section 2: Workload Assignment

Prepared *by the Department Head*

The Workload Assignment should be kept current and accurate.

- Use percentages and define meaning
  - 40% teaching, which means ... number of courses
  - 40% research, which means ...
  - 20% service, which means ...
- **Describe duties - do not praise achievements.**
- **Use the template provided in the dossier.**
- **Electronic signatures of candidate and department head (.png) are acceptable to attach to the workload section.**
- **Checklist for shared appointments**



# Continuing Status Track Job Description Sets Expectations for Review

- Explain your contributions in non-technical terms.
- **Include all job descriptions and note changes.**
- Often job descriptions include **statements of duties** that are used to assess position effectiveness.
- Duties *may include the following categories:*
  - *Research/Scholarship/Creative Activity,*
  - *Outreach/Service,*
  - *Teaching/Educational Outreach, and*
  - *Position Effectiveness*
  - *Clinical Service*
  - *Administrative Service*
  - *Extension*



# Section 4

## Curriculum Vitae







# Sections 4: CV

## Documenting Your Activities

- **Follow the required CV format exactly.**
- Follow format and organization
  - Chronology of Education
  - Chronology of Employment
  - Honors & Awards
  - ❖ Service/Outreach
  - Publications/Creative Activity
    - \*indicate co-authors who were students or post-docs
  - Other Scholarship
  - Works in Progress
  - Media
  - ❖ Conferences/Scholarly Presentations
  - ❖ Awarded Grants & Contracts
  - ❖ Submitted Grants/Contracts
- ❖ = Limited to period in rank (no more than 10 years)



# Clarity

- Publications

- Please use “Forthcoming” instead of “In Press” – when accepted but not published yet
- Do not use “Forthcoming” for work that has been submitted but not accepted
- <https://www.ncbi.nlm.nih.gov/books/NBK7240/>
- <https://www.insidehighered.com/advice/2012/12/03/essay-how-list-scholarship-hasnt-been-published-yet>

- Grants

- Please clearly indicate the following for funded grants:
  - Your role/title on the grant and % credit
  - Title of the grant and years of funding and P.I. names (if candidate is not the P.I.)
  - Grant funder Promotion Guidelines 2023-2024 4
  - Total costs and direct costs (Indicate clearly how much funding comes to the University of Arizona and how much to your department)



# **Section 4B: Representative Work**

(no more than 3-5 items & FERPA language)





## Section 6A:

# Information on Teaching and Mentoring

- Extent of Teaching – use template
- Course Descriptions –2-3 sentences
- Mentor Matrix – use template
- Student Evaluations
  - [How to download appropriate format for TCE 2019 and prior](#)
  - [How to download appropriate format for SCS 2019 to current.](#)

# List of Courses

Course Name	Course Number	Format	Semester(s) Taught	Co-Taught?	Co-Teaching Percent Effort	Last Academic Year Taught	Total Number of Years Taught	Student Enrollment # Last Semester Taught
(For example) Introduction to Biology	MCB 181R	In Person	Fall and Spring	Yes	50%	2021-22	2	103

- Preferred to embed within teaching portfolio PDF rather than as separate attachment





# Mentor Matrix

Student's First and Last Name	Undergraduate Graduate or Post Doc	Home Department	Semester/ Yr Start	Type of Mentoring	Your Role (primary advisor, mentor in specific area, etc.)	Student or Postdoc Role (participant in research lab, teaching assistant, etc.)	# of Publications/ Creative Scholarship As Co-Author	# Years Funded on Grants by Advisor	Other Outcomes

Type of mentoring – options provided

Other Outcomes: Graduation, Scholarships, Awards, Fellowships, Jobs, etc.





## Section 8: Membership in GIDP

Candidate description of GIDP membership or interdisciplinary programs/initiatives

**REQUIRED:** Chairperson of GIDP evaluation of candidate contribution

**REQUIRED:** Department Committee summary/evaluation of candidate contributions to GIDP



# Section 9: Summative Peer Teaching Observation for Promotion

Department Head will appoint appropriate person for  
observation

For observation tools see here:

[In person class](#)

[On-line class](#)



## Section 9: Peer Observation of Teaching for Promotion and Tenure Review - In Person Classes

Peer Observation of Teaching is coordinated by the candidate's Department Head/Director. They will identify an observer of the appropriate rank and title and request an observation in the Spring or Fall semester of the submission of the packet. The Department Head will pass on relevant information and class materials to the observer. The observer will use this template to complete their review and submit it to the Department Head/Director by the date set in order to include it in the review by the Departmental Review Committee.

Name of Observer:

Title and Rank of Observer:

Department:

College:

Name of Candidate Under Review:

Title and Rank of Candidate:

Department:

College:

### Class Observation Details

Title of Class:

Class Catalog Number:

Brief Description of Class:

Class Enrollment:

Number of Students in Attendance on Day of Observation:

Day of Observation (s):

Type of Class:

Lecture

Laboratory

Live On-line

Collaborative Classroom

Clinical

Studio

Seminar/Discussion

Materials Reviewed for this Observation:

Syllabus

Worksheets

Student Projects

This form includes review criteria in four key areas: **Instruction, Assessment, Learning, and Student Instructor Interactions**. These items are based on best practices for promoting student learning. We recommend that reviewers cite specific evidence for all the criteria.

Categories and Criteria	Evidence	Comments
<b>Instruction</b>		
Provided opportunities for students to apply content (e.g., problems, case studies, practice)		
Assigned small-group tasks that were related to the lesson's learning outcomes.		
<b>Assessment</b>		
Asked questions that required varying levels of thinking (e.g., recall, analysis, synthesis)		
Asked students to generate their own explanations and explain their thinking.		
<b>Learning</b>		
Explicitly shared the learning outcomes of the class session or the current unit.		
Used materials and examples that reflect diverse experiences and/or views.		
Encouraged students to answer each other's questions.		
<b>Student-Instructor Interactions</b>		
Demonstrated flexibility and compassion regarding students' requests.		
Solicited question responses from a wide cross section of the course.		
Most students seemed to be engaged with the class throughout the session.		



# Summary of Changes in 2023-2024 Dossier

- Section 1: Early Review indicator removed, Career-Track titles updated
- Section 2: Updated guidance on workload, added sabbatical and LWOP, FTE by year for CT
- Section 4: CV: Service and conferences limited to current rank, up to 10 years, and clarity on which sections are not limited
- Section 4B: FERPA language added, 3-5 representations of work, cover page with list of items and brief summary



# Summary of Changes in 2023-2024 Dossier

- Section 6A: Limit to period in rank
  - \*\*new tutorials on how to download TCEs and SCS
  - Mentoring types – not office hours
- Section 7: Limit to period in rank up to 10 years
- Section 8: Section 8A required if candidate completes Section 8
- Section 9: Peer Observation of Teaching updated with new form from UCATT, new guidance on department head responsibility
- Section 10 Worksheet: Sign off that all external reviewers have been checked for conflict of interest



## Avoid the following missteps

- Conflict of interest with yourself, peer review committee or external reviewers
  - Check in with Associate Dean and/or Vice Provost for Faculty Affairs on questions related to conflict of interest
- Mistakes on section 1
- Forgetting signatures on Section 2
- Long version of promotion criteria instead of one page table version
- Not limiting candidate statement to 5 pages
- Forgetting signature for candidate statement
- Not following policy for timing of review for career-track faculty promotion
- Unsolicited letters should not be included



# Protect the Process to Ensure Fair Reviews

- Follow the [Guide to the Promotion Process](#).
- Consult with department head, dean or the **Provost's Office** on procedural variations or questions.
- Follow formats in **Dossier Template**
- External and internal reviewers cannot be [collaborators](#) or have a [conflict of interest](#).
- Use **Collaborator Letters** for those who are not independent.
- Process and voting is **CONFIDENTIAL**
- **Notify Candidates** when forwarding dossiers.

# 2023-2024 Promotion Cycle Workshops & Resources

- Promotion Dossier Templates and Instructions:  
<https://facultyaffairs.arizona.edu/promotion-dossier-templates>
- Guide to 2023-2024 Promotion for Tenure-Track Faculty  
<https://facultyaffairs.arizona.edu/sites/default/files/2023-03/2023-24%20Guide%20to%20the%20Promotion%20Process%20for%20CSP%20and%20PT.pdf>
- Online and In-person Workshops: <https://facultyaffairs.arizona.edu/promotion-workshops>
- You can find additional resources for faculty at our link:  
<https://facultyaffairs.arizona.edu/about-faculty-resources>
  - Inclusive scholarship, promotion criteria by college, clock delay information
  - NCFDD: <https://facultyaffairs.arizona.edu/content/national-center-faculty-development-diversity>
  - Faculty Development Communities for Promotion:  
<https://facultyaffairs.arizona.edu/communities>



# Promotion Policy and Faculty Affairs Resources

- University Handbook for Appointed Personnel
  - Tenure-Track & Career-track
    - [Chapter 3.3](#)
  - Continuing Status
    - [Chapter 4A.3](#)
- Faculty Affairs Website Resources
  - <https://facultyaffairs.arizona.edu/content/about-promotion>
    - Inclusive View of Scholarship
    - Guide to Promotion
    - Promotion Clock
    - Promotion Criteria
    - Continuing Status & Promotion
    - Promotion & Tenure
    - Promotion and Career-track Faculty
    - Promotion Workshops



# The Faculty Affairs Team



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Vice Provost



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