Some Tips for Promotion and Tenure
These are recommendations from the HHS P&T Committee following their deliberations in 2012-2013. They are not intended to be exhaustive, but candidates may find them helpful.

Preparing for your review
- Complete a detailed annual review report each year….outline all accomplishments in teaching, research, service and directed professional activity (if applicable)
- Meet annually with your chair to review your progress, needs for improvement, and to receive feedback from tenured faculty
- Keep copies of all teaching evaluation summaries, syllabi, your course materials (ppt, workbooks, etc), your articles, presentation abstracts and letters from students, committee chairs, the community which acknowledge your work
- For reappointment, treat your dossier as a mini-P&T dossier
- Review the school requirements for dossier preparation and documentation: http://www.uncg.edu/hhs/hhs-faculty-docs.html

The Dossier
- Organization is key
  - Have a table of contents to organize your documents
  - Include a 2 page executive summary of major accomplishments at the beginning; use bullets and highlight major accomplishments, awards, publications, grants, etc
  - Ensure your CV is up to date and in an accepted format; have separate sections for books, chapters, peer reviewed articles, presentations, grants (funded and not funded), etc
- A workload statement for each year (by semester) is needed at the beginning of the dossier. This statement should identify the relative weight/percentage of each portion of the candidate’s workload: teaching, research and scholarship, service, and directed professional activity.
- Research leave or buyouts need to be identified by semester.
- The academic profile chosen by the candidate needs to be stated at the beginning in clear terms consistent with our P&T policies and guidelines; also highlight it in the dossier
- The relative importance and value of collaborative work in the candidate’s department needs to be identified
- The relative prominence of journal quality needs to be identified. The chair should do this.
- Candidate workload should be specified for the external reviewers. Positive external review letters are very important.
- Continuous productivity is important; try to avoid gaps in publications and presentations. If you have a publication gap, try to have continuous presentations leading to publication.
Explain gaps in your narrative...working on a multiyear project; time needed for community relationship building, etc.

• If you have a grant, make sure you ultimately have a publication for it; money alone is not viewed as sufficient
• The departmental context is very important. If the department has a P&T document and the candidate meets those expectations - that is significant. The chair must labor to explain the department context, workload, expectations for research, the quality of the journals used for publication, and the relative importance of external funding.

Other

• Start preparing early so that there is enough time for your mentor and chair to review your work, help with editing, and ensure a readable dossier. Disorganization is always evident and will influence the outcome.
• Study the on-line method for dossier preparation.
• When entering information on-line, proof it for proper format and try to have materials for as many categories as possible.
• It is always important to demonstrate continuous productivity (as opposed to no publications in the early years and frantic publication in the 5th year.)
• For decisions related to promotion to Professor, continuity of productivity over time and **significance and impact** are important. Impact can be local, statewide or national. External reviews should document this and letters from local or state officials also have a significant effect. Having documentation from external reviews of a national and/or international reputation is important. Committee decisions in this area often follow the department and chair recommendation but also want evidence of impact and evidence of a national reputation.
• Follow the maxim:
  o In academia, there is no substitute for an early and continuous publication record if your goal is to achieve full professor.
  o Review committees are looking for evidence for a positive decision; do not give them reasons for a negative vote...organization, productivity, and evidence are important