

2001-2002 College of Engineering
Promotion and Tenure Advisory Committee

R. Bruce Darling, Chair

Presented to College EXCOMM Sept. 26, 2001

Revised Sept. 30, 2001

2001-2002 Committee Membership

- Bob Breidenthal, A&A breident@aa
- Tom Horbett, BioE horbett@cheme
- Tom Larson, C&EE tlarson@u
- Dan Schwartz, ChE schwartz@cheme
- Susan Eggers, CSE eggers@cs
- Bruce Darling, EE, Chair bdarling@ee
- K. Kapur, IE kkapur@u
- Fred Gessner, ME gessnerf@u
- Alex Jen, MS&E ajen@u
- Mark Hasselkorn, TC mark@uwtc
- Whole committee: pt@enr

Charter

- Established through Section 24-54 of the faculty code:
- “The dean shall be advised by a committee or council of the college or school. This advisory group, elected by the faculty of the college or school, shall consider each case presented to it and submit its recommendations with reasons therefore to the dean. In a departmentalized school or college, when a candidate for promotion is under consideration, any member of the committee or council who is a member of the candidate’s department may be excused.”

Procedure

- Case dossier is submitted by the department to the dean, who submits it to the P&TAC.
- Dossier is copied and distributed to the P&TAC members for thorough review prior to the meeting. (Cases that have not been properly prepared can be returned to the submitting department, if necessary.)
- P&TAC meeting is scheduled.
- Dossier is discussed in detail:
 - Research
 - Teaching
 - Service
 - Outside referee's letters
 - Candidate's personal statement
 - Chairman's letter
 - Department's internal review, if performed
- Chairman is interviewed to answer any outstanding questions.
- P&TAC members vote on case; home department is a mandatory abstention.
- Recommendation is submitted to the dean; all case materials are destroyed.

Interaction with Candidate

- New procedures as of 10/11/2000:
- Candidates are responsible for preparing their own dossiers.
- Candidates can include any material they feel should be considered into the dossier.
- Candidates shall include a “self-assessment”.
- If a departmental P&T advisory committee is used, their initial report must be in writing and shared with the candidate. The candidate can provide a written response to it within 7 days. Reponse must be provided to the faculty prior to their vote.
- Chairman’s letter must be summarized to the candidate, who within 7 days can respond in writing to it. This response must be provided to the College P&TAC prior to their meeting.
- Referee names and vote counts are NOT to be revealed to the candidate!
- Candidates can suggest outside referees, BUT the P&T standards require referees which have not been suggested in this manner.

Selection and Contact with Referees

- Procedure for selection must be documented.
 - Why this institution? (What is its ranking/relationship?)
 - Why this person? (What are their qualifications?)
 - What relation does this referee have with the candidate?
- All contact with each referee must be documented.
- Candidate's role in the selection process must be documented.
- Email is acceptable; hardcopy is best.
- Phone conversations cannot be used other than to inquire or prompt a referee to send a letter.
- See the website for an acceptable draft referee letter.
- Try to get the referees to make direct comparisons and state whether the candidate would be promoted at their institution.
- Assemble your own list of referees BEFORE asking the candidate!
- Use the standard template for soliciting referees; do not bias the referee with a leading question or other communications. Simply transmit the dossier to the referee and let them do the rest.

The Candidate's Statement

- This is one of the most informative parts of the dossier!
- Candidates should work with their chairs and mentors to construct an accurate, complete, and lucid, narrative portrayal of their record.
- It should state where they are going as well as where they have been...
- It is the best place to clearly indicate what the scientific or technical impact of their work has been.
- It is also the best place for a candidate to indicate what part of joint papers, projects, or awards were contributed by them, as opposed to their co-investigators or co-authors.

The Candidate's Dossier

- Usually prepared by the candidate, but they should be assisted by their department.
- Follow the format on the website!
- Don't hesitate to use graphics to explain trends or patterns, but be sure to include the raw data, too.
- Always explain the basis for the data, e.g. were the teaching ratings the raw or the adjusted scores?

The Chair's Letter

- See the website for specific contents:
 - http://www.engr.washington.edu/personnel/pt_web/pt_d.htm
- More generally, the letter should contain:
 - Key points of the candidate's record
 - Explanation of successes and failures
 - Interpretation of circumstances, trends, and future promise
 - Justification for P and/or T in relation to College standards and criteria
- Don't contradict the remainder of the dossier!
- Don't fail to address begging questions!
- Document the tangibles as much as possible!
- Don't hesitate to use superlatives, but be level in their use!
- Work with the candidate to learn all of the facts!

The Chair's Interview

- This should be minimal IF the dossier and chair's letter are well-prepared and obvious questions have been addressed.
- Common P&TAC questions:
 - Why promote now? (As opposed to last year or next?)
 - What is the candidate's most important contribution and why?
 - On multi-investigator awards or multi-author papers, what fraction was contributed by the candidate?
 - Where is the candidate likely to be in 5 years?
 - How come your numbers or dates do not match the dossier?
 - Why did some of your faculty vote no or abstain?
 - How does the candidate fit into the departmental strategic plan?
 - Why is the candidate being promoted to this rank or is working along this track? (Mainly for lecturer or research appointments.)

Some Final Points

- “The College promotes dossiers, not people.”
 - If it cannot be documented, it cannot be counted towards the case.
- The College P&TAC procedures are open architecture, but each specific case is fully confidential.
 - Do not use email to discuss case specifics.
 - Feel free to use email to discuss policies, procedures, and timelines.