



# PROVOST'S PROMOTION & TENURE WORKSHOP FOR TENURE-TRACK FACULTY

MONDAY, APRIL 6, 2026, 9:00-11:00AM

## AGENDA

- 9:00 Welcome, poll, & workshop goals
- 9:05 Demonstrating Excellence in the Areas of Evaluation – Interim *Provost Nouredine Melikechi*
- ◆ Research
  - ◆ Teaching
  - ◆ Service
- 9:35 Process Timeline & Resources – *P&T Team*
- 9:55 Panel: Recent Perspectives on the Promotion & Tenure Process
- 10:45 Open Q&A with panel and presenters

***Thank you for attending!***

# A QUICK POLL – SHOW OF HANDS

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## **What brings you here today?**

- I'm planning to apply for promotion and/or tenure in 2026-27
- I'm considering applying in 2026-27, but I'm undecided
- I'm not ready to apply, but want to learn about the process
- I'm a chair or dean here to support a candidate

## **If you are planning/considering an application in 2026-27, what type?**

- Promotion from assistant to associate professor with tenure
- Tenure only at current rank
- Promotion to full professor

# WORKSHOP GOALS

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## **We hope you will come away with:**

- ✓ an understanding of the areas of evaluation
- ✓ familiarity with the process
- ✓ a sense of how to present your accomplishments effectively
- ✓ a sense of the collaborative effort of your peers that goes into the P&T process

# AREAS OF EVALUATION

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- ▶ Research, Scholarship, & Creative Activity
- ▶ Teaching / Instructional Effectiveness
- ▶ Service

# DEMONSTRATING EXCELLENCE

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## Research, Scholarship, Creative Activity

The candidate should discuss the importance of their research, scholarly works, and/or creative activity and the development of their discipline. This is defined in the MSP contract (VII.B.2.c.(2)):

*Including, but not limited to research funded by governmental agencies, professional associations and/or publicly acknowledged by learned and professional societies; book publications by governmental agencies, professional associations, and/or acknowledged publishing houses; and publications in recognized professional and/or academic journals, and published conference proceedings.*

# DEMONSTRATING EXCELLENCE

## Teaching / Instructional Effectiveness

The candidate should discuss activities that, directly or indirectly, create the rich educational environment of UMass Lowell. In accordance with the MSP contract, evaluation of faculty achievement in instructional effectiveness should consider the full breadth of their contributions. The MSP contract (VII.B.2.c.(1)) defines instructional effectiveness as:

*Including, but not limited to [...] development, improvement and demonstration of subject matter competence, continued improvement of methods and procedures of classroom presentation; active participation in departmental evaluation of course offerings and curricula for the purpose of maintaining their quality, relevance, and viability; conscientious discharging of responsibilities for student advisement throughout the academic year; and special or uniquely valuable contributions to the development or implementation or teaching of needed courses in any college or division of the University, and the like.*

# PROVIDE STRONG EVIDENCE OF TEACHING EXCELLENCE

The Instructional Effectiveness section of the guidelines notes many aspects of pedagogy that you can support with concrete evidence.

- In the narrative,
  - demonstrate how you gather and incorporate student feedback during your courses
  - be specific about pedagogical improvements you have made and the results you achieved
  - address areas of potential improvement candidly, and show evidence of your concrete efforts to improve in those areas.
- Start early to gather all course evaluation materials (from chair/designees and from students) for the period under review.
- Ensure your Instructional Activity chart is as complete and clear as possible.
- Be sure to seek peer review and feedback.

# DEMONSTRATING EXCELLENCE

## Service

The candidate should discuss the impact of their sustained and transformative service to the profession, University, and community. The narrative should not merely list activities undertaken or committee memberships, but should provide readers with a clear picture of how the candidate shapes professional life in the discipline, participates in faculty self-governance, and enacts leadership at these various levels. The narrative should clarify the candidate's role in key service activities cited, and identify the resulting accomplishments and outcomes; leadership roles should be emphasized.\* The contract sets out three areas for recognized service (VII.B.2.c.(3)):

- (a) Service to the Profession*
- (b) Service to the University*
- (c) Community Service*

\* The candidate should list both compensated and uncompensated service assignments and delineate accordingly.

# GUIDELINES UPDATES & REMINDERS 2026-2027

- Candidates request a 2026-27 P&T SharePoint folder: Complete the simple web form at [www.uml.edu/pandt](http://www.uml.edu/pandt) by July 1, 2026.
- Candidates may include a brief Covid-19 personal impact statement both in the materials to be sent to reviewers and in their portfolio.
- Departments have been urged to hold DPC Elections by end of Spring semester and send results to their Dean, CC [pandt@uml.edu](mailto:pandt@uml.edu).

# PROMOTION & TENURE PROCESS: EARLY STEPS

(Promotion and/or Tenure Calendar 2026-2027)

|                  |  |
|------------------|--|
| Spring 2026      | Candidates complete Appendix 1 & 2a (Waiver Statement & External Review Evaluator Selections Form) and submit to Dept. Chair. Chair & Dean complete Appendix 2b & c.   |
| Mid-May          | Chair solicits external reviews from the final list of reviewers.<br>Candidates provide a current CV, a reasonable number of samples of scholarly work, and (optional) brief statements of research accomplishments and Covid impact to Dept. Chair. |
| Last week of May | Chair sends materials to reviewers who have accepted.  |
| Mid-June         | If the Chair has not received at least five external review letter commitments per candidate, they will solicit additional reviewers.  |

\*Candidates intending to apply for Promotion and Tenure in 2026-2027 are reminded to attend the Workshop on Preparing and Submitting Electronic P&T Materials on May 20 from 9:30am – 11am. Register at: <https://www.uml.edu/pandt>

# APPENDIX 1

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## External Review Letters Waiver Statement Provost's Guidelines: Appendix 1

I understand that I may voluntarily waive access to the external letters of recommendation solicited on my behalf.

- I hereby **waive** my right to view external letters of recommendation.  
(I realize I will not view external review letters at any time before, during, or after the Promotion and/or Tenure process.)
- I **do not waive** my right to view external letters of recommendation.  
(I realize the Reviewer must be notified prior to writing the letter.)

# APPENDIX 2A



External Review Letters Evaluator Selections Provost's  
Guidelines: Appendix 2A Candidate's Selections

Date: \_\_\_\_\_

Name of candidate: \_\_\_\_\_

Promotion/Tenure Type: \_\_\_\_\_

Submission Year: \_\_\_\_\_

*The candidate will not solicit letters from or have any contact with external reviewers during the entire promotion and tenure process.*

**Candidate's Selections**

Include the following:

| External Reviewer Name | Title/Position | Rank | Department | University/College | Relationship to Candidate, if known |
|------------------------|----------------|------|------------|--------------------|-------------------------------------|
|                        |                |      |            |                    |                                     |
|                        |                |      |            |                    |                                     |
|                        |                |      |            |                    |                                     |
|                        |                |      |            |                    |                                     |
|                        |                |      |            |                    |                                     |

**Candidate's Selections**

Exclude the following:

| External Reviewer Name | Title/Position | Rank | Department | University/College | Relationship to Candidate, if known |
|------------------------|----------------|------|------------|--------------------|-------------------------------------|
|                        |                |      |            |                    |                                     |
|                        |                |      |            |                    |                                     |

# PROMOTION AND TENURE PROCESS TIMELINE

(contractual dates in bold)

|                 |   |
|-----------------|---|
| Mid-June        | If Chair has not received at least five external review letter commitments per candidate, they will solicit additional reviewers                                      |
| By July 1       | Candidates request a P&T SharePoint folder  |
| Mid-August      | Chairs ensure all external letters have been received and seek additional reviewers, if needed.   |
| Sept. 1         | External reviewers should submit their evaluation and CV to Dept. Chairs.<br>Chair reviews external review materials and submits appendix 2c.                         |
| <b>Sept. 14</b> | <b>Deadline for individuals to file for promotion and tenure and to upload all materials for Department Chairpersons.<br/>Candidates upload two pdf files by 5pm.</b> |
| <b>Oct. 5</b>   | <b>Deadline for Chairpersons to submit all individual promotion and tenure materials to DPC (SharePoint Folder).</b>  |

# PROMOTION & TENURE REVIEW LEVELS

| 2026                   |                                |
|------------------------|--------------------------------|
| Oct. 5 - 26            | Department Personnel Committee |
| Oct. 26 - Nov. 9       | Department Chair               |
| Nov. 9 - Dec. 7        | College Personnel Committee    |
| 2027                   |                                |
| Dec. 7 - Jan. 11, 2026 | Dean                           |
| Jan. 11 - Feb. 16      | University Rank and Tenure     |
| Feb. 16 - Mar. 1       | Provost                        |
| Mar. 1 - Mar. 15       | Chancellor                     |

For Tenure:

Materials are provided to the Board of Trustees for review.

# CANDIDATE MATERIALS

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Candidates upload two PDF files with the following contents:

## **Main Portfolio (pdf #1)**

- Cover page
- External Letter Waiver Statement (Appendix 1)
- Candidate’s section of the List of Suggested External Reviewers (Appendix 2a)
- Candidate’s Curriculum Vitae (CV)
- Candidate’s Narrative—recommended length: 5 to 7 pages
- Instructional Activity Chart (Appendix 6- updated with FAQ)
- Research Funding Report (Appendix 7) (if applicable)

# CANDIDATE MATERIALS (CONT.)

## Appendix 7: Research Funding Report

Office of Research Administration  
 <College> - <Department>  
 Proposals

| Appl ID | Name            | Proposal        | Proj Role | Status | Sponsor      | Primary Sponsor      | Proposal College Name | Anticipated End Date | Anticipated Start Date | Title | 2014        |                              |                   |
|---------|-----------------|-----------------|-----------|--------|--------------|----------------------|-----------------------|----------------------|------------------------|-------|-------------|------------------------------|-------------------|
|         |                 |                 |           |        |              |                      |                       |                      |                        |       | Dept Credit | Credit Allocated Prop Budget | Total Prop Budget |
| XXXXXX  | Last, First, M. | 000000000000000 | CPI       | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 50          | \$ 8,000.00                  | \$ 16,000.00      |
|         |                 | 000000000000001 | PI        | NOT    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 100         | \$ 430,141.00                | \$ 430,141.00     |
|         |                 | 000000000000002 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 100         | \$ 680.00                    | \$ 680.00         |
|         |                 | 000000000000003 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 50          | \$ 375.00                    | \$ 750.00         |
|         |                 | 000000000000004 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 100         | \$ 300.00                    | \$ 300.00         |
|         |                 | 000000000000005 | CPI       | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 11          | \$ 185,501.09                | \$ 1,766,677.00   |
|         |                 | 000000000000006 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 50          | \$ 5,375.00                  | \$ 10,750.00      |
|         |                 | 000000000000007 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 100         | \$ 401.00                    | \$ 401.00         |
|         |                 | 000000000000008 | PI        | AWD    | SPONSOR NAME |                      | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 100         | \$ 16,486.00                 | \$ 16,486.00      |
|         |                 | 000000000000009 | PI        | AWD    | SPONSOR NAME | PRIMARY SPONSOR NAME | College               | XX/XX/XXXX           | XX/XX/XXXX             | Title | 50          | \$ 450.00                    | \$ 900.00         |
|         |                 | -----           | ---       | ----   | -----        |                      | ---                   | -----                | -----                  | ---   |             |                              |                   |

**Request a P&T SharePoint folder** to ensure that a report will be prepared for you, if applicable.

# CANDIDATE MATERIALS (CONT.)

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## Electronic Supplemental Materials (pdf #2)

### Required:

- All annual or periodic evaluations by the Department Personnel Committee, department chair, and dean (include formal annual evaluations and classroom observations of teaching; exclude reappointment letters)
- Student evaluations from the period under review—including scanned copies of all pages/sides of all completed evaluation forms (including numerical ratings and all written comments) NOTE: Per agreement with MSP, faculty are not required to share evaluation results from Spring 2020, Fall 2020, and Spring 2021; candidates may include evaluations from these semesters if they wish.

### Optional:

- Several samples of the candidate's most notable scholarly works
- COVID-19 personal impact statement
- Other significant evidence

# PROMOTION AND TENURE RESOURCES

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Where to go for help:

- ▶ [www.uml.edu/PandT](http://www.uml.edu/PandT)
  - Provost's guidelines, calendar, user guides, and useful links
- ▶ Department Chair and Colleagues
- ▶ Workshop on Preparing and Submitting Electronic Promotion Materials on May 20 from 9:30am – 11am
- ▶ P&T Team help sessions – individual or small group – *Schedule early!!*
  - Paula Haines
  - Donna Mellen
  - Shaima Ragab
- ▶ Email "hotline": [PandT@uml.edu](mailto:PandT@uml.edu)

# PANEL: RECENT PERSPECTIVES ON THE PROMOTION & TENURE PROCESS

**Stephanie Ortiz, Sociology**

Recently-promoted & Tenured Associate Professor's Perspective

**Hunter Mack, Mechanical & Industrial Engineering**

Recently-promoted Full Professor's Perspective

**Peter Tashman, Management**

Department Chair's Perspective

**Shelley Barish, English**

University Rank & Tenure Committee Member's Perspective

*Thank you to all our panelists!*