These guidelines were developed by the Provost’s Office as a recommendation to candidates developing portfolios for promotion and/or tenure. These guidelines are suggestions intended to assist candidates in focusing their efforts in presenting their accomplishments effectively, concisely, and without duplication or unnecessary inclusion of extraneous information.

It is our hope that these guidelines promote consistency in organization of candidates’ portfolios that will facilitate ready access of essential components to reviewers at the various levels of review: the department personnel committee, the college/library personnel committee, the dean/director, the university Rank and Tenure committee, the provost & chancellor, and, as applicable, the board of trustees.

These guidelines do not supersede or replace the language of the MSP contract in any way. Faculty candidates, members of personnel committees and chairs are expected to review the relevant sections of the MSP Contract, especially Articles II, VII and VIII and Appendix 9, as well as effective memoranda of agreement. Departmental chairs and deans are expected to mentor and advise all new faculty members, and inform faculty of nuances and expectations in their discipline and their college promotion and tenure.

**INFORMATION FOR ALL CANDIDATES**

Candidates for promotion and/or tenure are expected to prepare a portfolio documenting their accomplishments in research and scholarship, instructional activity, and professional service. The University of Massachusetts Board of Trustees requires candidate portfolios to be submitted in digital format (.pdf).

**A sample promotion/tenure portfolio template is provided as an instructional tool.**

Candidates intending to apply for Promotion and/or Tenure for the 2017-2018 promotion and tenure cycle should submit an email to PandT@uml.edu by Friday, September 1, 2017. This will ensure that a dedicated folder will be established on the University’s P&T file share. Please include your name, department, current rank, and type of action sought “promotion, tenure, or promotion and tenure” in your email message.

The final portfolio and supplemental materials must be uploaded electronically to the P&T file share by September 18, 2017 at 11:59pm. Candidates are advised to have the portfolio reviewed by mentors prior to uploading as they may not be altered after this deadline.
Addenda to the portfolio that include significant new updates may, and should, be submitted by candidates for upload after September 18, 2017 by email to PandT@uml.edu with cc: to your department chair and college dean/director. Addendum updates are limited to:

- Newly accepted publications
- Newly funded grant notices/awards
- Newly received honors or awards
- Candidate rebuttals to review letters

The promotion and tenure calendar, which provides candidates and reviewing authorities with a timetable of due dates for the given academic year, may be found at www.uml.edu/PandT.

Any questions about electronic portfolio creation and submission may be directed to PandT@uml.edu.

INFORMATION FOR CANDIDATES SEEKING CONSIDERATION OF TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

General Principles:
The primary objectives of the candidate’s portfolio are to demonstrate:

- Excellence of scholarly and instructional accomplishments,
- Relevance and impact of the candidate’s scholarly achievements to advancing the discipline and establishing the candidate’s reputation/status in the discipline, and
- That the candidate has established a scholarly program that will be sustainably productive throughout their entire career.
- Collegiality, good citizenship, sharing the load, active member of professional discipline, and relevance to community.

Normal time for consideration:

- Candidates for consideration of tenure with promotion to associate professor typically submit their portfolio for consideration in September of their sixth year. The basis for this consideration are the accomplishments and service of the candidate while in rank at the University of Massachusetts Lowell.

- In accord with MSP contract Article VII, C.1 footnote (pg 41), consideration of previous experience and professional accomplishments made at prior institutions may be included in the portfolio only if specified in the initial letter of hire from the Provost. Any candidate may elect to submit their portfolio for consideration prior to their sixth year where a case can be made for exceptional performance and accomplishment. It is prudent in all such cases for candidates to consult with their department chair and dean prior to considering submission of their portfolio before September of their sixth year.

- Assistant professors must submit their portfolio for tenure by September of their sixth year. The “tenure clock” will be extended only as expressly communicated in writing by the Provost for parental leave, medical leave, or exceptional circumstances.
• Persons hired as Associate Professors and not given tenure at the time of hire must have two years of service at the University of Massachusetts Lowell at the time tenure becomes effective (pg. 41).

**INFORMATION FOR CANDIDATES SEEKING PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR OR CANDIDATES APPOINTED AS PROFESSORS WHO SEEK TENURE**

**General Principles:**
The primary objectives of the candidate’s portfolio are to demonstrate:
- A sustained level of scholarly achievements and instructional performance
- A high reputation and status in the discipline
- Exemplary leadership in the professional discipline and/or university initiatives
- Mentorship of junior colleagues
- Significant impact of the candidate’s scholarly achievements and adoption by colleagues or external stakeholders.
- Collegiality, good citizenship, and leadership in department governance and in university initiatives.

**Normal time for consideration:**
- The portfolio focuses on the candidate’s period of service since their last personnel action, that is, since promotion or the date of hire if more recent.
- Candidates must have at least eight years of aggregate service at four-year institutions of higher learning at the rank of assistant professor or above. At least three years of such professional service must be at the University of Massachusetts Lowell, of which, at least two years must be at the rank of Associate Professor (MSP Contract, Article VII, Section D, pg. 35).
- Persons hired as full professors and not given tenure at the time of hire must have two years of service at the University of Massachusetts Lowell at the time tenure becomes effective (pg. 41).
- Consideration for promotion will focus on the candidate’s accomplishments and performance while in rank at the University of Massachusetts Lowell. Consideration of accomplishments made at prior institutions will be made only if specified in the letter of hire from the Provost.
SAMPLE Template
Tenure-Track Promotion & Tenure Portfolio
September 18, 2017

PART I - The “Letter of Application”

1. Cover Page – Biographical Data
   - Name
   - Present rank
   - Department
   - College
   - Date of appointment at the University of Massachusetts Lowell and rank awarded
   - Number of credits for years of prior service, if applicable
   - Dates of leaves of absence or sabbaticals
   - Dates and places of previous promotions
   - Area of specialization within the discipline

2. Executive Summary - Recommended Length (approximately 3 pages)
   (This should be a “thumbnail” reference of the most pertinent facts & highlights of your professional accomplishments while at UMass Lowell – this is providing the most important and salient message that you wish to convey to those who review your portfolio.)
   a. Research & Scholarship
      - Highlights of most notable accomplishments
      - Research focus area – your major contributions to your area of specialization/field (provide the reference to the article/s, IP or scholarly publication that supports your point)
      - # Peer-reviewed publications, books, book chapters, invited presentations, juried shows, performances, intellectual property disclosures, etc.
      - # Citations
      - # of extramural grants and contracts, total $ amount of grants & contracts, specify your $ portion of multi-investigator awards
      - Indicators of impacts or significance of your scholarly works (such as citations, utilization by licensure, prestige of journals, establishment of new paradigms in the discipline, etc.)
      - Number and nature of honors, awards and recognitions received
   b. Instructional Activities
      - Major focus of teaching assignments
      - # courses taught, titles of courses taught, average teaching load per semester, total student credit hours delivered and average # SCH taught per semester; courses newly developed courses or substantially revised by you.
      - Highlight any particularly novel aspects of courses (project-based, service learning, field-based, laboratory-based, etc.)
- Highlight major contributions to student success (curricula activity, high impact educational activities, etc.)

c. Service Activities
- Highlight the most significant contributions you have made within the university, to the academic community or in service to the profession or the public, particularly illustrating your leadership capacity or unique abilities (Ex: chair of xyz committee; co-organizer of abc initiative; peer reviewer for # of journals; panel member for grant review; associate editor for a journal; executive committee member for the professional society, testified to Legislative Committee on XX regarding YY, served on the board of, etc.)
- Highlight your contribution to advising students (UG and Graduate)
- Service does not include consulting work for which you receive a fee; however, stipended work performed within the university should be included (e.g., transfer coordinator, graduate coordinator, etc.)

3. Waiver Statement (Appendix 1)
   - External review letters are an essential component of the tenure-track process and for promotion to Associate Professor, Professor, and the conferral of tenure. The purpose of external review letters is to provide an independent, unbiased, objective evaluation of the candidate’s scholarly reputation and achievements in the discipline.
   - External review letters provided in confidence carry the highest value.
   - If candidates do not waive their right to view external review letters submitted on their behalf, the potential reviewers will be notified of your decision and that redacted versions of their letters will be viewed by the candidate. Redaction will attempt to remove any identifying statements, logos or other indicators in an attempt to protect the identity of the reviewer.

4. Complete Curriculum Vitae (CV)
   Your CV is intended to provide the accomplishments of your entire career, providing the specific details of your accomplishments at UMass Lowell. There is no page limit for the CV, see MSP contract Appendix A-9, Personnel Form #6.

5. List of Suggested External Reviewers (with contact information) and persons requested to be excluded from the External Reviewer pool (Copy of Appendix 2 Provided to Dept. Chair).

PART II - Candidate’s Portfolio
This is the “main body” of your portfolio detailing all of your accomplishments for the Period Under Review:
The candidate’s portfolio should present all relevant information for the period under review, that is, since the last personnel action (the last promotion event, or the hiring date for pre-tenure faculty, whichever is most recent). For Assistant Professors applying for
promotion to Associate Professor with Tenure, work at previous institutions is only considered in the portfolio if the letter of hire specifically references this time. In contrast, your CV is intended to provide a list of your accomplishments of your entire career.

1. Research & Scholarship
   a. Narrative (recommend length approximately 3 pages)
      • Tell your story to provide the context, perspective and focus of your scholarly works. Describe what your place is in your discipline and how you are contributing to move the discipline forward.
      • Discuss the importance of your scholarly works and its impact and contribution to your area of research. This might include details about citations by others, adoption by industry, the private sector of government agencies, or other means of illustrating the value of your scholarship. Highlight the relative tier, rank, acceptance rate, competitiveness or citation index of the outlets for your scholarly works (journals, books, juried displays, etc.; number of citations, etc.). Provide h index, or any other citation index, if appropriate.
      • Discuss extramural funding, collaborations with the private sector, public schools, NGOs, etc.
      • Highlight the impact of your scholarly works. Include the relative tier, rank, acceptance rate, competitiveness or citation index of the outlets for your scholarly works such as journals, books, juried displays, etc.; number of citations, etc.
      • Indicate any specific conventions or expectations in your discipline, particularly items such as publications in archival journals or proceedings and the emphasis placed on order of authorship, your specific role/contributions to multi-authored publications, particularly mega-authored publications
   b. Supporting Data (no page limit)
      List all:
      • Peer-reviewed publications
      • Books and book chapters
      • Displays & shows in the fine arts
      • Intellectual property disclosures, patent applications, licenses
      • Grants and contracts for which you are PI, co-PI, or participant (indicate period of award, agency, total amount and portion that supports your program)
      • Private sector and NGO partnerships or consultancies
      • Invited presentations and seminars
      • Conference proceedings (indicate invited peer-reviewed or open invitation, acceptance rate, etc.)
      • Other publications, such as reviews, survey articles, editorials, etc.
      • Honors & Awards

2. Instructional Activities
   a. Narrative (recommend length approximately 3 pages)
- Tell your story illustrating your teaching philosophy, approach to active learning, student success, and efforts to continually improve your personal performance in instruction.
- Context, perspective and focus of your teaching assignments. Demonstrate how they contribute to the overall curricula in your department. What is your place in your department’s programs, and your role in ensuring continuous improvement. Highlight course development and revision activities and the impact they have had on the course offerings in your department.
- Discuss student evaluations and your teaching effectiveness.
- Discuss any publications or extramural funding for instructional activities, collaborations with the private sector, NGOs, foundations, etc.
- Describe your approach to personal student mentoring. Give examples of any thesis mentoring for graduate and/or undergraduate students’ capstone experiences, service learning, experiential learning, etc.

b. Supporting Data (No page limit)
- List all
  - Courses taught, semester, SCH generated. Provide a summary table of student evaluations for all courses taught during the period under review (table format recommended).
  - Courses developed
  - Service as a primary thesis advisor to masters and/or PhD students (include date matriculated or years in progress)
  - Service as a member of graduate student committees
  - Mentoring of undergraduate capstone projects (include names of students & summary of projects)
  - Other projects (graduate or undergraduate) mentored, names of students & projects
  - Average number of undergraduate advisees per semester and address the quality of advice you provide (students retained, graduating, etc.)

3. Service Activities
   a. Narrative (recommend length approximately 3 pages)
      - Describe the relevance of your contributions to the university community, the professional discipline, and the public.
      - Service to the professional discipline – list all service as peer reviewer, panel member, external reviewer, editorial boards, professional society committee and leadership activities, etc.
      - Service as a subject matter expert - list all service activities to the public in your capacity as a disciplinary expert

   b. Supporting Data (No page limit)
      - List service activities and committees within the university community – indicate positions of leadership (e.g., committee chair) or the role you have played within each committee.
PART III - Supplemental Material
This section should include at a minimum all:

- Annual or periodic evaluations by the Department Personnel Committee, Personnel Committee, Department; Chair and Dean
- Chair’s summary statement (if available)
- Several samples of your most notable scholarly works
- Student Evaluations

Note:

- You may include anything in this section that you think significantly advances or illustrates your case that is not provided in the main body of the candidate’s portfolio (Part II).
- Candidates are advised to be judicious in what they include in this section and not overwhelm the reviewers with marginally relevant information. Be conscious that overloading this section with tangential information may likely fatigue the reviewers and lessen the likelihood that information in this section will be read. Make it easy for the reviewers to find the most relevant data to support your case!

PART IV - Addenda (Provided after submission on September 18, 2017)
- Addenda to the portfolio that include significant new updates may, and should, be submitted by candidates for upload after September 18, 2017 by email to PandT@uml.edu with cc: to your department chair and college dean/director. Addendum updates are limited to:
  - Newly accepted publications
  - Newly funded grant notices/awards
  - Newly received honors or awards
  - Candidate rebuttals to review letters
EVALUATION CRITERIA: ASSESSMENT TO COMMITTEES, CHAIRS, AND DEANS

- **Status in the Discipline:** The first level of review of a candidate’s portfolio is by arms-length peer reviewers in the discipline. This independent, impartial evaluation is intended to gauge the significance of one’s contributions to the discipline, status in the field, and general productivity relative to national standards.

- **Research and Scholarly Assessment:** The relevant committees should include in their recommendation letter an assessment of the quality and standing in the profession of the journals, presses, museums, conferences, exhibitions, concerts, performances and the like in which the candidate's work has appeared. Indicators of significant funding by competitive grants, industry or investment capital, generation of intellectual property rights, successful technology transfer or new venture start-ups should also be considered by the relevant committees, if applicable for the discipline. Candidates should be evaluated on the quality of their publications and the tier rankings of the outlets (journals, books, etc.) in which they appear. The review letter should include an assessment of the uniqueness of the candidate’s role in co-authored works and co-PI funded efforts.

- **Instructional Activity Assessment:** The reviewers should include in their recommendation letter an assessment of the candidate’s teaching effectiveness, student satisfaction, pedagogical approach, mentorship of students, particularly by chairing graduate thesis committees, undergraduate capstone projects, and their commitment to student success. Evaluations typically include an assessment of materials demonstrating innovation, continuous improvement of pedagogy, course development, curriculum enhancement, and the results of student evaluations as well as chair/peer evaluations.

- **Service Assessment:** The reviewers should include in their recommendation letter comments on the candidate’s commitment to service which (i) advances the mission of the university, (ii) supports the professional discipline, or (iii) aids the public through the candidate’s professional expertise. Evaluators should comment on the candidate’s citizenship in sharing the workload in the department, collegiality, and participation in shared governance of the department, college or university. The evaluation letter should also include an assessment of the candidate’s participation in advancing the discipline through service to journals, granting agencies, industry partners, and professional societies. Comments should also be made regarding the application of one’s expertise for the benefit of the community or to inform public discussion. Review of candidates for promotion to professor should include evaluation of leadership roles the candidate has played in service endeavors.