

April 16, 2012

MEMORANDUM

TO: College Deans
FROM: Rafael Bras, Provost
RE: Promotion and Tenure (P&T) Packages

I am sure you are beginning the process of preparing promotion and tenure packages for next year.

1. **IMPACT** – Each College (or units within a College) should determine appropriate measures of scholarly impact of faculty candidates for P&T. Each P&T package should include an explicit discussion of the impact of the candidate’s scholarship relative to the College’s or Unit’s measures of impact.

2. **EXTERNAL LETTERS** – The letter writers should be senior experts in the field represented by the scholarship of the candidate. The faculty candidate can recommend external reviewers, but the majority of the letters should come from reviewers selected by the Chair, the faculty committee, or the Dean. If an external reviewer has a personal or professional connection to the candidate (e.g., dissertation advisor, postdoctoral mentor, research collaborator), this should be stated in the documents. A substantial majority of the letters should not have personal or professional connections to the candidate.

A candidate for P&T may request that a particular individual NOT be contacted as an external reviewer. Such requests are typically honored. If the School Chair or Dean concludes that overwhelming reasons necessitate use of that reviewer, the letter must be in addition to those normally required, identified as such and included separately from the other external letters.

3. **CONFIDENTIALITY OF EXTERNAL LETTERS** – All candidates will be asked to sign a waiver indicating that the candidate “waives all rights to see the identity of the letter writers and/or the content of their letters.” In addition, the School Committee or Chair must require each letter writer to include a statement regarding his or her expectation that the review will be kept confidential.

4. **PARTICIPATION** - Only tenured faculty members holding an academic rank at or above that which is being considered for the candidate should participate in the formal discussion and vote.

5. **CONFIDENTIALITY OF GENERAL P&T PROCESS** – Confidentiality throughout the process is required and imperative. Candidates are not to be told the outcome of the deliberation until the President has made a determination. At the discretion of the Chair or Dean, informal discussions with the candidate about the progress of these deliberations, but not the anticipated outcome, at intermediate stages may be appropriate.