



**2024-2025**

# **Tenure and Promotion Guide**

Includes information about the tenure and promotion process  
for candidates, administrators, and reviewers

*Updated July 2024*

**UNLV** | Office of  
**FACULTY AFFAIRS**

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# About this Guide

This document brings together all of the policies and related material surrounding the various promotion and/or tenure processes at UNLV, including:

- Tenure and Promotion for Tenure-track Faculty
- Promotion for Tenured Faculty
- Promotion for Nontenure-Track Faculty (for example, Lecturers, Faculty in Residence, and Research Faculty)

This guide does not supersede UNLV Bylaws or NSHE Code.

For the sake of brevity, the phrase “Tenure and/or Promotion Process” is referred to as “the Process” for much of this document. Also, the Office of Faculty Affairs is referred to as OFA.

This document aims to support the following groups of people in navigating the process:

- Prospective candidates
- Candidates
- Faculty on review committees
- Chairs
- Deans
- Administrative Staff
- Anyone else with a stake in the process

## Major Changes

This year, there are two major changes in the tenure and promotion process.

### Confidentiality Agreements

Review committee chairs must obtain confidentiality agreements from reviewers. UNLV Folio has been updated with this reminder.

### Timeline for nontenure-track candidates if units require external review letters

For units that require external review letters for their nontenure-track candidates, it is recommended that the Office of Faculty Affairs be notified of cases sooner. Rather than September 1, it is recommended that the OFA be notified by May 1.

# 1. Policies Governing Tenure and/or Promotion

## How do I learn about the tenure and promotion process at UNLV?

In order to learn about the tenure and promotion process at UNLV, you should familiarize yourself with the documents surrounding the process, starting with this guide. It is also advisable to seek guidance from your peers and/or leadership within your unit (department and/or college/school).

Details on the tenure and promotion process at UNLV, including instructions and forms, are provided on the [Tenure & Promotion website](#). You can also learn more by attending the biannual Tenure and Promotion Forum, sponsored jointly by the Office of the Executive Vice President and Provost and the UNLV Faculty Senate. This interactive session is designed to give faculty members planning to apply for tenure and/or promotion an opportunity to ask questions about university policies and procedures. These forums are held in the Fall and Spring. Check the [Information for Candidates webpage](#) for the latest forum information.

Prospective candidates for tenure and/or promotion are also advised to ask questions of tenured and tenure-track faculty in their units about the process in general and expectations for tenure and/or promotion, particularly around research, scholarship, creative, and entrepreneurial activities. You may also direct your questions to the Office of Faculty Affairs, particularly about how to navigate the process.

## Which policy documents dictate the tenure and promotion process?

The tenure and/or promotion process is outlined in two important documents: Title 2 of the NSHE Board of Regents Handbook (“the Code”) and the [UNLV Bylaws](#). The complete [Board of Regents Handbook](#) can be found on the Nevada System of Higher Education (NSHE) website.

Tenure policies are described in Title 2, Chapter 3: “[Tenure for University Faculty](#).”

According to the Code, a candidate must demonstrate excellence in either research, scholarship, creative and entrepreneurial activity or their teaching/performance of assigned duties to receive tenure. For research, scholarly, creative, and entrepreneurial activity, the Code specifies “[demonstrated] continuing professional growth related to the academic faculty member’s discipline or program area as shown by a record of research, scholarly, creative or entrepreneurial activity resulting in publication or comparable productivity.”

Tenure for faculty whose responsibilities include teaching requires “a record of effectiveness as a teacher including, but not limited to, demonstrated teaching competence and efficiency in a classroom, laboratory, and/or clinical setting, the ability to communicate effectively with students and demonstrated skill in handling classroom and other duties related to teaching.” Faculty who do not teach must show “a record of effectiveness, efficiency and ability to perform assigned duties” (Title 2, 3.42.). Per UNLV Bylaws III.6.1, the faculty of each academic department/unit



must establish its own procedures and criteria for all personnel recommendations in accordance with college/school and departmental/unit bylaws.

Within the [UNLV Bylaws](#) policies on tenure, promotion, and other relevant matters are found in:

- Chapter I, Section 4.3: “Tenure”
- Chapter III, Section 6: “Personnel Recommendations for Academic Faculty”
- Chapter III, Section 8: “Annual Evaluation of Academic Faculty and Nonacademic Faculty)”
- Chapter III, Section 9: “Faculty Personnel Files”
- Chapter III, Section 16: “Guidelines for Promotion or Appointment to Academic Rank for Academic Faculty”
- Chapter III, Section 18: “Guidelines for Rank 0 and Unranked Positions”

The material in Chapter I defines different types of faculty (academic vs. administrative, tenured vs. nontenured vs. nontenure-track) and specifies who is eligible for tenure, as well as the circumstances surrounding tenure at hire. It also outlines the tenure process in general terms:

The material in Chapter III, Section 18 describes the different types of nontenure-track faculty appointments (faculty in residence, lecturer, and research faculty) and specifies who is eligible for promotion. Per UNLV Bylaws III.6.1.A, the process for promotion is outlined within the unit’s procedures and criteria for personnel recommendations and in accordance with the unit and college/school bylaws.

## **How do nontenure-track faculty get promoted?**

Nontenure-Track Academic faculty are designated Rank 0 faculty. Rank 0 faculty are not eligible for tenure but are eligible for promotion. The following nontenure-track academic positions are eligible for promotion: lecturers, faculty-in-residence, and research faculty. Faculty having other titles/designations are subject to the terms of their contracts or official offer letters signed by the President. There are different promotion tracks for nontenure-track faculty depending on their position.

- **Research Faculty** - The primary role of research faculty members is to perform scholarly research and generate publications. The title of Research Faculty is used for an appointment at the professional level for individuals with a terminal degree. Research faculty members may be promoted in accordance with the general guidelines for academic rank (i.e., from Assistant Research Professor to Associate Research Professor and from Associate Research Professor to Research Professor). Research Faculty are recommended to use the same timeline as tenure-track faculty.
- **Faculty in Residence** – The primary role of Faculty in Residence is to perform instructional duties. Per approval by the chair and dean, other duties may include but are not limited to: research, service, administrative duties, and other scholarly/creative activities, and are outlined within the faculty member’s offer letter or

position description. The title Faculty in Residence is used for an appointment at the professional level for individuals with a terminal degree. Faculty in Residence may be promoted in accordance with the general guidelines for academic rank (i.e., from Assistant Professor in Residence to Associate Professor in Residence and from Associate Professor in Residence to Professor in Residence). Faculty in Residence are promoted in a unit-driven process with no review by the University Tenure and Promotion Committee. The deadline for submission of completed applications with all recommendations from the department to the dean to the Office of Faculty Affairs is January 15 for promotion effective July 1 of that year.

- **Lecturers** - The primary role of lecturers is to provide instruction. The title of Lecturer is used for an appointment at the professional level where a terminal degree is not required. Lecturers can be promoted to Senior Lecturers in a unit-driven process with no review by the University Tenure and Promotion Committee. The deadline for submission of completed applications with all recommendations from the department to the dean to the Office of Faculty Affairs is January 15 for promotion effective July 1 of that year.

The duties of nontenure-track faculty, particularly faculty-in-residence and lecturers, can vary by unit and are organized into the following areas: teaching, teaching related duties (e.g., advising, mentorship, and curricular enhancements), administrative duties (e.g., undergraduate coordinator, program director), research, or service. Faculty may have duties that fall into one or more areas or have a hybrid of responsibilities, which should be outlined in role statements. It is also important for your department chair/director to document job duties (i.e., primary, secondary, and tertiary duties) in your annual evaluations to appropriately and accurately assess performance and progress toward advancement. Candidates will be asked to upload their role statements, offer letter, and/or job description documentation so that reviewers can better understand their position duties.

## Who evaluates the application (and how)?

The UNLV Bylaws specify:

*The faculty of each academic department/unit shall establish its own procedures and criteria for all personnel recommendations in accordance with college/school and departmental/unit bylaws. Only tenured and tenure-track faculty and faculty in residence (excluding chairs and directors, assistant and associate deans and deans) may serve on departmental/unit personnel committees, attend personnel committee meetings at which recommendations for promotion, tenure, merit or annual evaluations will be made, or vote in such meetings. It shall be the responsibility of those in attendance to write a detailed report specifying majority and minority opinions. The administrative procedures of each department/unit and college/school shall ensure that the input of administrators is a formalized part of the process (III.6.1).*

Tenure and/or promotion cases are evaluated by their department committee, their chair/supervisor, their college/school committee, their dean, and the University Tenure and

Promotion Committee (if applicable). Colleges without departments (Law, Nursing, Libraries) skip the department-level review but still receive recommendations from the college/school committee and the dean. The University Tenure and Promotion Committee evaluates all applications by ranked (tenure-track and post-tenure) faculty and provides a recommendation to the Executive Vice President and Provost. Nontenure-track promotion files are not evaluated at the university level.

## **Under what standards are candidates evaluated?**

Unless otherwise negotiated, candidates are evaluated for tenure under the standards in place at the time of hire. Candidates for promotion only (including both those applying for promotion to Full Professor and nontenure-track faculty applying for promotion) are evaluated under the standards in place at the time of application.

The UNLV Bylaws require departments to establish unit-specific guidelines for the awarding of tenure and/or promotion:

*Each department, school, and college shall establish standards and criteria for peer evaluation of faculty eligible for tenure and/or promotion in compliance with the requirements of the NSHE Code, the UNLV Bylaws and its College or equivalent School Bylaws. Standards and criteria are created by the faculty of the unit and are subject to approval at the appropriate administrative channels and by the President. Criteria not detailed in the Code and pertinent Bylaws and approved by the President may not be used. (III.16.2.1).*

For promotion to associate professor (either with tenure, or as associate professor in residence or associate research professor), the bylaws specify “demonstrated effectiveness as a university teacher...or demonstrated effectiveness in other assigned duties,” “demonstrated effectiveness in research, scholarship, creative, clinical or entrepreneurial activity with due recognition for the different forms such productivity may take in the various disciplines,” and “demonstrated effectiveness in service” (III.16.5).

Unit guidelines should explain the recommended teaching, service, and/or research/creative outputs indicative of a candidate who is deserving of tenure and/or promotion. These may specify the type, quantity, or quality of those work products.

All internal and external reviewers of tenure and/or promotion applications are provided a copy of the applicable standards to guide their evaluation.

## **Can tenure review be delayed or accelerated?**

The Office of the Executive Vice President and Provost recognizes the need for tenure flexibility based on personal and/or professional reasons. The [Flexibility of Pre-Tenure Probationary Period Policy](#) is intended to provide career flexibility as well as protections when events that significantly impact productivity may occur (e.g., mid-year appointments, natural disasters,



facility impediments, or personal or family demands that afford protection under the Family Medical Leave Act).

Candidates can also request early tenure, with the provision that, per the current bylaws (III.17.2), this is only granted in “exceptional circumstances.”

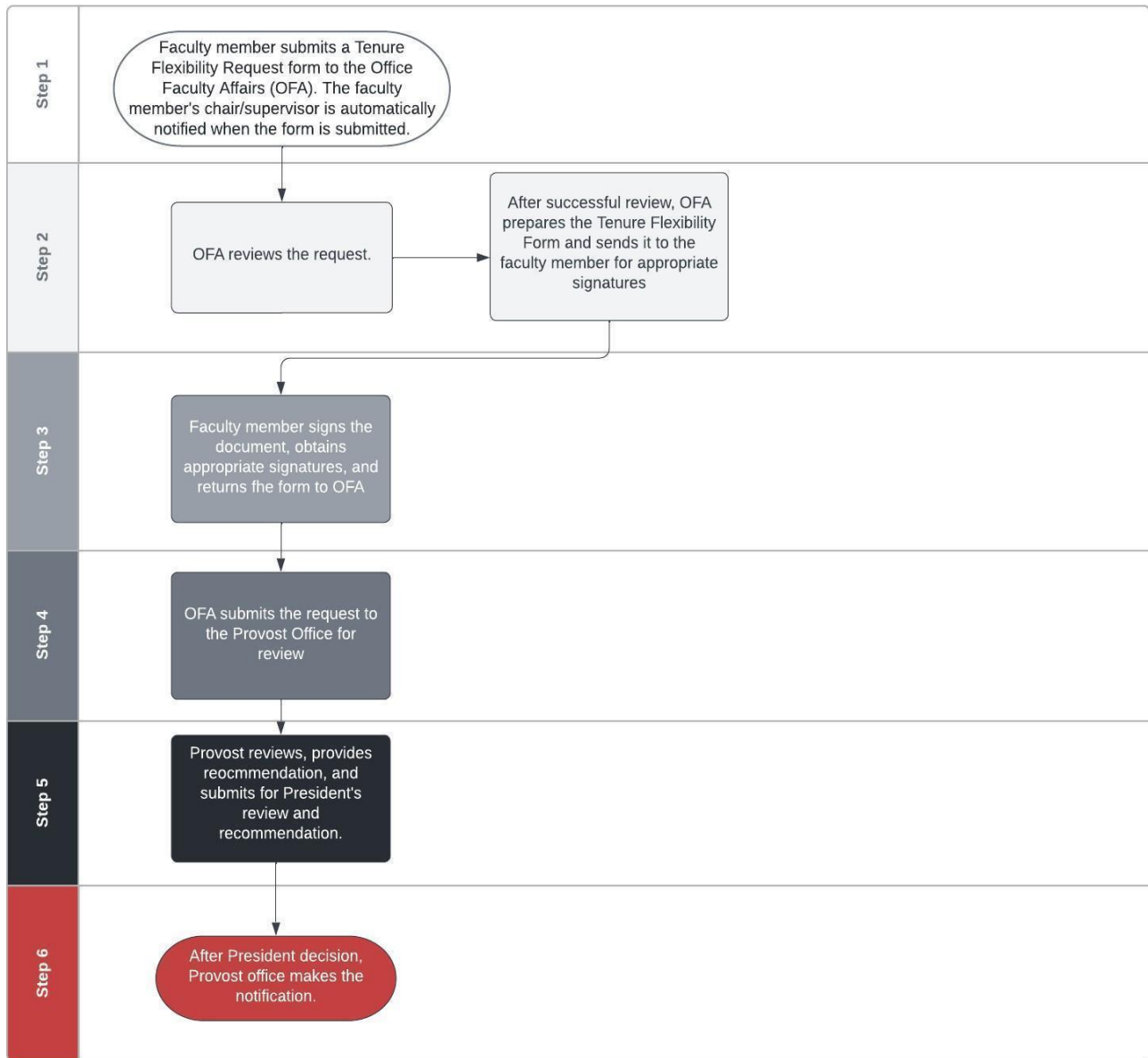
## **What is the process for applying for tenure flexibility?**

If you are interested in delaying or accelerating your tenure review, please read the [Flexibility of Pre-Tenure Probationary Period Policy](#) and discuss the requirements with your supervisor (e.g., department chair/unit director or dean). When ready to make a formal request to adjust the date of your tenure review, complete a [Tenure Flexibility Request Form](#) and any other forms required by your department/unit, your college/school, and the University. This form goes to the Office of Faculty Affairs, and is appropriately routed for approval.

- **Step 1:** The Faculty Member submits a Tenure Flexibility Request form to the Office of Faculty Affairs (OFA). The faculty member’s chair/supervisor is automatically notified when the form is submitted.
- **Step 2:** The OFA reviews the request, prepares the Tenure Flexibility Form and sends it to the candidate for appropriate signatures.
- **Step 3:** The faculty member signs the document, obtains appropriate signatures, and returns the form to OFA.
- **Step 4:** Upon receipt of the signed form, the OFA submits the request to the Provost for review and recommendation.
- **Step 5:** The Provost submits the request for review by the President.
- **Step 6:** Notifications are made by the Provost’s office.

The process is illustrated in the Tenure Flexibility Workflow diagram on the next page:

## Tenure Flexibility Workflow Diagram



### When is a good time to apply for promotion?

According to the UNLV Bylaws, “[a]n associate professor is normally expected to be in rank for five years prior to applying for promotion to professor. In exceptional circumstances an application for promotion may be considered earlier” (III.16.7.3).

For research faculty and faculty in residence seeking promotion from assistant to associate rank, this may also serve as a guide, but applicants should follow up with their department chair/supervisor as individual units may have specific guidelines. There is no university-wide standard on the time in rank for lecturers before applying for promotion to senior lecturer, but individual units may have guidelines.

## What are promotion candidates evaluated on?

While the larger impact and reputation of scholars may be due to work done before hire, tenure, or the previous promotion, the UNLV Bylaws state that:

*In the evaluation of a candidate's qualifications for any promotion, any accomplishments relevant to the criteria for promotion occurring any time during the period since the last promotion may be considered. (III.16.7.4)*

For that reason, the official period under review should be only time in the previous rank. UNLV Folio will be set to automatically pull the record of activities since the last promotion. Notable previous activities or accomplishments can, however, be referenced in narrative statements or in supplemental materials.

## How does the process start?

**For ranked faculty on the tenure track** (including those seeking post-tenure promotion), the process starts early during the spring semester (i.e., January-February) prior to the tenure review date. Applicants should confer with their supervisor (e.g., department chair/unit director or dean) about the intent to seek tenure and/or promotion. To officially begin the process, provide the following information to your supervisor by email:

1. Your name, unit, date of hire at UNLV, and your current rank/title. If you have been tenured or promoted at UNLV, provide the date(s) of those personnel actions.
2. A declaration of your intent to apply for tenure and/or promotion to associate professor (or other, as applicable) during the upcoming review cycle.
3. For tenure, a statement about whether this is a timely application (i.e., you are applying in the time frame specified by the bylaws, typically in your sixth year of employment). If it is not, indicate that you have read the [Flexibility of Pre-Tenure Probationary Period Policy](#) and attach a copy of the Tenure Flexibility Form (Early or Extension request) with your portions of the form completed
4. An affirmation that you have read and understand the standards under which your application will be evaluated. Attach a copy of the standards to ensure that your understanding of your evaluation standards corresponds with those of your supervisors.

Your dean's office will notify the Office of Faculty Affairs (OFA) of your candidacy. The OFA will then create your tenure and/or promotion case in UNLV Folio.

**For nontenure-track faculty** seeking promotion: At the start of the spring semester (i.e., January-February), confer with your supervisor (e.g., department chair/unit director or dean) about your intent to apply for promotion. To officially begin the process, provide the following information to your supervisor by email:

- Your name, unit, date of hire at UNLV, date of current rank/title (if different) and your current rank. If you have previously been promoted at UNLV, provide the date(s) of those personnel actions.

- A declaration of your intent to apply for promotion to [x] rank/title during the upcoming review cycle.
- An affirmation that you have read and understand your unit standards under which your application will be evaluated. Attach a copy of the standards to ensure that your understanding of the applicable evaluation standards corresponds with those of your supervisor.

## **How/when is the OFA notified of candidates for tenure & promotion?**

Notifications about applications for all tenure and promotion cases must come from the candidate's chair/director or dean's office. Information must be supplied via the [Request for Tenure and/or Promotion Case Creation form](#)

For requests to create mid-tenure and mid-promotion cases, please use the [Request for Mid-Review Case Creation form](#).

For tenure-track candidates, the Office of Faculty Affairs needs to be supplied all of the information by March 1 of the year in which the candidate is seeking tenure and/or promotion. For nontenure-track candidates, OFA should be notified by September 1, or May 1 if the unit requires letters from external reviewers.

When a case request has been made, the chair/director and dean will be notified. The Office of Faculty Affairs will review the request prior to creating the case.

Cases will not be created, and reviews will not be conducted, if the necessary information is not received by the Office of Faculty Affairs by the specified deadlines.

## **Can someone apply for only tenure without promotion?**

Per the NSHE code, a tenure-track faculty member cannot, at the end of their probationary period, be reappointed at any rank without tenure (Title 2, 3.3.4). In addition, for many years at UNLV, it has been the practice not to grant tenure unless the candidate is also qualified to advance in rank.

## **Is the process confidential?**

Every individual involved with the tenure and promotion process is expected to observe confidentiality and sign a confidentiality statement. The final decision on tenure and promotion cases is made by the President of the University and is informed by recommendations and votes at several earlier stages of review. Maintenance of confidentiality throughout the process is essential. Members of tenure and promotion committees sign [confidentiality acknowledgments](#) and participate with the understanding that they may not disclose their deliberations.

## What if I believe confidentiality has been breached?

If you have concerns that the confidentiality of the process has been compromised, first document your concerns in writing, with as many specific details as you can recall. Please refrain from making conclusory statements (e.g., “my colleague violated the integrity of the process”); instead, provide observations and factual statements (e.g., “I witnessed my colleague on the personnel committee tell the candidate what another colleague said during deliberations.”).

Once you have documented your concerns, please share them immediately by contacting the Office of Faculty Affairs at [facultyaffairs@unlv.edu](mailto:facultyaffairs@unlv.edu).

## How are external referees selected?

For all tenure-track faculty (including post-tenured faculty) applying for tenure and/or promotion, and for some nontenure-track faculty applying for promotion, letters from external referees are required. These external referees should be from outside the university with an academic rank that exceeds the candidate’s rank. For all nontenure-track faculty applying for promotion, external letters are only required if mandated by the unit. You should refer to your department and college/school bylaws and promotion standards for further guidance.

Per the UNLV Bylaws (III.16.2.3),

*An external referee shall be from outside the University with an academic rank that exceeds the candidate’s and a demonstrated expertise in an appropriate field. Any exception to these parameters must be justified in the application. The candidate’s unit will obtain at least four letters from external referees. At least two letters will be from persons selected from a list of names provided by the candidate, and at least two will be persons not suggested by the candidate.*

The latter two letters are usually selected from a list generated by the department chair/unit director or dean, although in some units, faculty have input to the process as well. It is the department chair’s responsibility to assure all external letters are solicited and received.

For rank 0 faculty requiring outside letters, they may be solicited externally, as described above, or internal from UNLV. Applicants should refer to their unit-specific promotion guidelines for the procedure to follow in obtaining these letters.

In the spring semester before their review, candidates should submit the names and contact information of four prospective external referees, along with the reasons for their selection, to their chair/director. It is required to provide a listing of four referees so that if individuals initially contacted are unable to perform the review, alternates have already been identified.



## How many external reviews are solicited?

The most important aspect in soliciting external reviews is to comply with UNLV Bylaws, Chapter III, 16.2.3, which specifies that:

*The candidate's unit will obtain at least four letters from external referees. At least two letters will be from persons selected from a list of names provided by the candidate, and at least two will be persons not suggested by the candidate.*

With fewer than four external review letters, the application is not in compliance with the Bylaws, which can only negatively impact the application. In the case of promotion only, the case can be withdrawn. The department chair is ultimately responsible for obtaining external review letters.

## Who is an appropriate external referee?

In general, an external referee should be an academic scholar from a peer institution who has already attained the rank the candidate is seeking, though in certain fields (e.g., fine arts), an appropriate referee may be without an academic background but have preeminent standing within a particular area of endeavor (e.g., a prominent musician or artist).

Keep in mind that these external reviews are assessments of the portfolio, not personal recommendations. As such, candidates should NOT recommend those with whom they have worked closely in the past or with whom they have a professional relationship (e.g., dissertation committee member or chair, co-author on publications, friend, etc.). If it is the case that the candidate's area of inquiry or creative endeavor consists of such a small group of scholars/artists that avoiding referees who are their collaborators in research/creative activity is virtually impossible, make that argument in the explanation of your selection of the reviewers.

The [University Tenure and Promotion Committee](#) has issued [Guidelines: External Reviews](#), which sums up that group's guidance on soliciting the most effective external reviews.

These guidelines must be adhered to. Per the UNLV Bylaws (III.16.2.3), "All external review letters shall be obtained in accordance with guidelines created by the University Promotion and Tenure Committee."

## Why are candidates asked to waive the right to see the external reviews?

An external referee, who should serve as an independent evaluator of the candidate's work, will be notified about whether the candidate did or did not waive their right to see the review letter. If a candidate for tenure and/or promotion has waived the right to see the letter of reference, internal reviewers can be more assured that an objective evaluation of the candidate's work was received. Therefore, it is highly recommended that candidates waive their right to see the external letters.

Note that the above guidance does not apply to certain disciplines (e.g., law) where it is expected that the candidate will have access to all external review letters that are received.

### **When should chairs start soliciting external reviews?**

As department tenure and promotion reviews normally begin in mid-August with no margin for extension, it is crucial to start the solicitations for external reviews early. It is suggested that official solicitations are ready to go out not later than May 1, when the candidate submits their preliminary application. Conversations with the candidate and their department chair/director should commence much earlier – early March is suggested. This will allow ample time to solicit candidate input for external reviewers and for the department chair to augment that list.

It is important to keep the following points in mind before you send the solicitations. First, when you contact potential reviewers, it is required to provide a copy of the candidate's CV, and to note that the external review will be focused primarily on the candidate's research record. Note that some external reviewers may decline the invitation to review. For this reason, the department chair/director should be prepared by having additional names each on the candidate's list and the department list.

When soliciting letters, please do not send more than four requests at any one time (two from the candidate list, two from the department list). When you have reached two confirmed reviewers in each category, stop sending requests. Finally, think carefully about the deadline for the letters. External reviewers need enough time for a thorough evaluation, but faculty in your department will also need to review the letters. For that reason, it is strongly recommended that one sets a deadline of July 15th for letters to be received.

### **How do chairs/directors manage the solicitation process?**

External referees should be at or above the rank that the candidate is seeking. If there is an exception, a justification should be provided on the External Review Summary Form. In general, letters should be from faculty at peer or aspirant institutions, although a referee from a highly regarded program in a lesser-rank school is permissible. Please note such a discrepancy on the External Review Summary Form.

Current vitas from all external referees should be submitted as part of the external review process via UNLV Folio. Department chairs/directors are strongly encouraged to solicit ONLY four letters but have additional referees identified in the event that one of the selected referees does not complete their review by July 15. ALL external letters received should be attached to the candidate's case.

## How should chairs/directors solicit external reviews?

### First Communication

Your first contact with a potential reviewer should briefly introduce the candidate and respectfully request a candid review, with a frank statement of when the letter is needed.

The Office of Faculty Affairs has provided a template for the first contact email as well as formal solicitation by review type below.

### Formal Solicitation

Once the potential reviewer has tentatively agreed to provide a review, you should send a formal solicitation through UNLV Folio. Formal solicitations to external referees should:

- Describe your relationship to the candidate (e.g., department chair/director, dean, etc.).
- Ask each referee to describe their relationship to the candidate, if any, and disclose any potential conflicts of interest.
- Include the following description of UNLV: “Founded in 1957, UNLV is a doctoral degree-granting institution with approximately 31,000 students and more than 4,000 faculty and staff. To date, UNLV has conferred more than 150,000 degrees, producing more than 140,000 alumni around the world. UNLV is classified by the Carnegie Foundation for the Advancement of Teaching as an R1 research university with very high research activity. The university is committed to recruiting and retaining top students and faculty, educating the region’s diversifying population and workforce, driving economic activity through increased research and community partnerships, and creating an academic health center for Southern Nevada that includes the launch of the Kirk Kerkorian School of Medicine. UNLV is located on a 332-acre main campus and two satellite campuses in Southern Nevada. Learn more at [UNLV.edu](http://UNLV.edu).”
- Include an accurate description of the unit, including number of faculty and degrees offered and history of degrees. For example: “UNLV’s Department of ABC was established in 1998 and has 12 tenured faculty members and 8 on the tenure track.
- State whether the candidate has waived or has not waived the right to see the letter.
- Instruct referees to base their evaluation of the candidate on the unit tenure and promotion standards at UNLV and not on those at their institution. Do not ask referees to state whether the candidate would receive tenure or promotion at their institution.
- Refrain from the use of any biased or leading language.
- Instruct the referee on how to complete their recommendation via UNLV Folio, including links to support documents.
- Ask the evaluator to upload, as a separate document, their current CV.

The Office of Faculty Affairs has provided the following templates:

- [First Contact Email: All Solicitations](#)
- [Formal Solicitation of External Reference: Tenure](#)
- [Formal Solicitation of External Reference: Promotion](#)
- [Formal Solicitation of External Reference: Faculty in Residence](#)

All reviews received must be made visible via UNLV Folio. They are viewable by default, so this is an injunction not to delete any reviews received.

## How do chairs/directors manage the external review process?

Once the external referees have agreed to provide the evaluations, the chair/director should send them a formal solicitation message via UNLV Folio that provides the information they need to access the candidate's materials and complete their review within UNLV Folio. A [video tutorial is available](#).

To formally solicit a review via UNLV Folio:

1. On the case page of the candidate, scroll down to the External Evaluations section and click "Request Evaluation."
2. Under "External Evaluation Information," enter the name and email of each external evaluator.
3. In the "Subject" line, please use a variation of "Tenure Review for UNLV Department of"
4. Enter the email message to the evaluators—you can add all four names, and then copy/paste the message in once. It is suggested that you download a template, adapt it as necessary, and then copy/paste it in.
5. In the **Files** section, click **+ Add Files** button to add the files you want the reviewers to have access to. You can use the **Sections** drop-down to filter the file list by the section the files are in. Select the checkbox next to the file(s) you want the reviewers to have access to. At minimum, these must include:
  - a. Candidate CV
  - b. A portfolio of the candidate's scholarly or creative work
  - c. The standards under which the candidate is to be evaluated.

**NOTE:** Evaluators will NOT have access to any files, including the application vita, annual evaluations, and performance evaluations, **unless you give them access.**

6. If your unit mandates that reviewers consider additional documents, they should be added here as well.
7. Set Response Settings. A deadline of July 15 is strongly encouraged unless you want them earlier. This date can be changed if necessary. Also, check the "Yes,

allow the evaluator to submit additional files” button, and do not change “Access,” which is set by default to “Administrators & Entire Committee.”

8. Click “Send Request” at the bottom of the page. If it is appropriately sent, you will return to the main case page.

As part of the Administrative Support Documents submitted with the case, the chair will complete the **External Review Summary Form** (formerly termed the External Review Cover Sheet). This UNLV Folio form will ask you to indicate the name, title, and institution of the reviewer as well as who chose the external reviewer. When explaining the rationale for selecting each reviewer, please be as specific as possible; “has published widely-used textbook and is editor of leading journal” is infinitely more informative than “eminent in field.” Also, in this section please discuss any potential conflicts of interest for the reviewer. This form should be completed **AFTER** the external reviewer letters have been received.

### **What if an external review is late or missing?**

UNLV Bylaws specify that each tenure and/or promotion application for tenure-track faculty must have no fewer than four external reviews (outside letters). If one or more reviews has not been received by the deadline You will need to **manually extend the reviewer deadline**; once the deadline passes, the reviewer cannot submit an evaluation, and you will have to send a new request.

If you have not received four external reviews back by August 15, you, the candidate, and your academic leadership have a difficult decision to make. As the Bylaws specify that four external reviews are required, some faculty may refuse to consider or will automatically recommend against tenure and/or promotion for cases with fewer reviews. If there is no prospect of getting all four reviews by the time the first level review begins, promotion candidates may be best served by withdrawing from the process and applying again the following year. Tenure cases, which must be heard before the end of the probationary period, may proceed, but the chair should be prepared to explain to all faculty and administrative reviewers why they received fewer than four reviews. Faculty may nevertheless recommend against tenure, since the Bylaws do require four reviews.

In extreme cases, a review may arrive after earlier levels have begun their review. If one or more levels have already provided a recommendation, they must be given the opportunity to decide whether they want to revisit their decision, given the new information that is available. This may mean that all subsequent levels will have to revisit their decisions as well. For this reason, having all four external evaluations accessible when the review begins is strongly encouraged.



## **Should chairs/directors include unsolicited letters in the dossier?**

Letters from individuals whom you did not specifically ask to write a review, or reviewers who did not receive a copy of the standards under which the candidate is being evaluated, should never be included in the dossier.

## 2. Candidates: Applying for Tenure and Promotion

### What is the timeline for the review cycle?

#### Tenure-Track Faculty general dates and deadlines

*Note: Units may begin the external review process earlier. Below is the latest date by which the process must start.*

**January-February:** Faculty members notify their department chair/director or dean of their intent to apply and begin planning for the submission of their application.

**February-April:** Candidates and their department chairs/directors generate lists of potential external referees.

**March 1:** The dean's office notifies the Office of Faculty Affairs of the college's ranked tenure and/or promotion candidates for the upcoming year. OFA staff then create the cases for the candidates by April 1. Candidates can update their activities in UNLV Folio even before the cases are created.

**May 1:** Candidates submit their preliminary application through UNLV Folio (see below). By this point, all activities should be up to date, with the CV, external waiver, research/creative portfolio, and any other materials required for external review submitted. Candidates can still add to and edit their cases (including the opening statement).

Resources:

- [Faculty 180 Sections Used in the T&P Application for Academic Teaching Faculty](#)
- [Faculty 180 Sections Used in the T&P Application for Non-Teaching Faculty](#)
- [Using Google Drive to Add Files to UNLV Folio](#)

**May-early July:** Chair/director or other designated administrator solicits and receives external reviews via UNLV Folio.

**May 15:** Chairs and personnel for all department/unit and college/school tenure and promotion committees must be selected and OFA notified to grant them access in UNLV Folio.

**July 15:** The Office of Faculty Affairs begins checking external reviews; cases without all reviews should redouble their efforts.

**August 15:** Final deadline for receiving external reviews; promotion cases without at least four reviews may be held over until the following year; tenure cases will be evaluated, with evaluators reminded that per the UNLV Bylaws, it is not a complete application without four external reviews.

**September 1:** or when the department faculty begin their review (whichever is earlier): Last date when candidate can add to or edit materials in their case. After this time, candidates can ask their chairs to submit Supplemental Achievement Notifications to the Office of Faculty Affairs.

Resource:

- [Filling out Forms in UNLV Folio: Targeted guides for reviewers](#)

**October 1:** Last date on which a candidate can request a Supplemental Achievement Notification.

Resource:

- [Supplemental Achievement Notification Form](#)

**First Friday in October:** Deans “send” tenure and promotion cases forward for review by the University Tenure and Promotion Committee (Faculty Senate).

**October - December:** The University (Faculty Senate) Tenure and Promotion Committee completes review of cases.

**December:** The University (Faculty Senate) Tenure and Promotion Committee provides recommendations to the President and Executive Vice President and Provost via the OFA.

**January (the following year):** The Office of the Executive Vice President and Provost disseminates application notification letters to candidates.

**March (the following year):** The Board of Regents meets for final approval.

**July 1 (the following year):** The new rank for faculty members who received tenure and/or promotion becomes official.

### **Nontenure-Track Faculty suggested timeline**

Below is a suggested schedule to guide academic and administrative units having faculty in residence and lecturers seeking promotion. Candidates should check with their department chair/supervisor to confirm their unit’s practices for promotion reviews. Faculty promotion cases with all recommendations are due to the Office of Faculty Affairs by January 15.

**January (prior to the semester of promotion review):** Faculty members notify their department chair/director or dean of their intent and begin planning for the submission of their application.

**February-March:** Department chair/supervisor reviews unit and university procedures, processes, and timelines with candidate, and submits candidate information to the OFA for planning purposes.

**April-May:** Faculty notify chair or dean of intent to apply.

**May 1:** Candidate submits preliminary application through UNLV Folio (see below). By this point, all activities should be up to date, with the CV, external waiver, research/creative portfolio, and any other materials required for external review submitted. Candidates can still add to and edit their cases (including the opening statement). If the unit requires external review letters, submit case creation requests to OFA.

**June-July:** Candidates and their department chairs/directors generate lists of potential external referees, if applicable.

**September 1:** If external letters are not required, the dean's office submits case creation requests for candidates. Candidates can update their activities in UNLV Folio even before the cases are created.

Resource:

- [Submit a Request for Case Creation](#)

**October 1:** Suggested deadline for candidates to add all their application materials to UNLV Folio and submit their packet, in preparation for the chair/supervisor/dean to add the performance evaluations, unit standards, a copy of the candidate's position description, and external review packet (if applicable).

**November 1:** Department chairs/supervisors and unit committees complete a review of the submitted promotion cases and forwards all materials to the next reviewers.

**December 1:** Promotion cases, with recommendations from the unit, chair/director, and school/college committee, are due to deans.

Resource:

- [Faculty 180 Sections Used in the T&P Application for Academic Teaching Faculty](#)
- [Faculty 180 Sections Used in the T&P Application for Non-Teaching Faculty](#)
- [Using Google Drive to Add Files to UNLV Folio](#)

**January 15 (the following year):** Deadline for submission of complete nontenure-track promotion packets to the Office of Faculty Affairs. Packets should include all application materials and all recommendations, including those of the dean.

Resource:

- [Guide to Adding the Department Vote or Recommendation](#)

**July 1 (the following year):** The new rank for faculty members who received promotion becomes official.

## How do candidates apply?

Applications for tenure and/or promotion are processed via [UNLV Folio](#), the university's faculty reporting and evaluation system. Candidates can begin by verifying or completing information in

the “Profile” section, including their employment history, tenure and promotion history, and degrees. They should be entering accomplishments in the “Activities” section as they occur.

## What is UNLV Folio and how does it work?

UNLV Folio is a faculty activity reporting system that provides a secure and convenient web-based environment for faculty to enter and report on their scholarly activities, teaching, and service. UNLV Folio is used for various processes, including tenure and promotion.

For instructions on how to log in to UNLV Folio, access your case, create your packet, and/or submit materials for review, visit the [UNLV Folio webpage](#). Resources, including user guides, answers to frequently asked questions, and instructional videos are available. Training on how to use UNLV Folio is offered throughout the academic year. Please visit the [UNLV Folio webpage](#) to view the current schedule of workshops and to register.

When you initiate the process of being reviewed for tenure and/or promotion, your dean’s office will advise the Office of Faculty Affairs to create a “case” in UNLV Folio for you. Cases are the vehicle by which candidate materials will be uploaded, viewed and evaluated.

For questions regarding UNLV Folio, contact the UNLV Folio Help Desk.

## What is my UNLV Folio T&P case?

The candidate’s section of the tenure and/or promotion case consists of the following elements:

- **Faculty 180 Vita**  
The vita is automatically created from the activities entered into UNLV Folio for the review period. See the links below for the specific activity sections that will be included in this vita:
  - [Faculty 180 Sections Used in the T&P Application for Academic Teaching Faculty](#)
  - [Faculty 180 Sections Used in the T&P Application for Non-Teaching Faculty](#)
- **Opening Statement**  
This is a form (700-word limit) in UNLV Folio where the candidate summarizes their contribution to the university and discipline during the review period.
- **CV**  
In this section, the candidate will upload their current curriculum vitae.
- **Research/Creative Portfolio\***  
This is a slot within UNLV Folio for candidates to upload files or provide links to external storage (e.g., Google Drive) that will allow reviewers to better appreciate their scholarly output.
- **External Waiver Release**  
A UNLV Folio form in which candidates waive (or do not waive) their right to see the contents of their external referees’ letters.



- Teaching\*
  - **Teaching Load Summary Table**  
The "TEACHING: Scheduled Teaching" summary table details the candidate's teaching record for their years under review and will automatically be captured in the Faculty180 vita generated for their case. Please see the summary table in the Faculty180 vita for the candidate's teaching information.
  - **Teaching Evaluations**  
While these may also be included as part of individual classes, this is a slot within UNLV Folio for candidates to upload their teaching evaluation reports, both by students and peers, if their unit requires them.
- **Synopsis**  
A 100-word summary of the candidate's accomplishments, written in the third person.
- Required Support Documents
  - **Annual Evaluations**  
All *fully executed* annual evaluations for the review period should be included. Annual evaluations uploaded in this section should be signed by all parties to be considered fully executed.
  - **Tenure and Promotion Guidelines**  
If the candidate is pursuing tenure, this should be the tenure standards from the date of hire. If the candidate is pursuing promotion, it should be the current unit standards for promotion.
- **Tenure Flexibility Request (if applicable)**  
Copies of any requests for tenure flexibility that have previously been submitted should be included.
- **Additional Materials (unit-specific)**  
This is a catch-all slot for teaching philosophy statements, grant summaries, etc., and other narratives or documents that units may request but are not common across all units at the university.

*\* If required by the unit. For example, an application for promotion to senior lecturer may not require a research/creative portfolio, while an application for tenure for a library faculty member may not require teaching evaluations.*

General advice while compiling your packet: Candidates should prepare their materials for review by multiple and varied audiences. For this reason, as you are compiling your packet, be mindful of how your files are named so that reviewers can identify the record. If using Google Drive (or other external sites), candidates should specifically prepare these for their tenure and/or promotion review. Candidates are prohibited from adding additional items after they have submitted their case for review.

## What is the best way to link to research/creative/additional files?

Most units require candidates to submit other materials along with the vita, such as a research statement, course syllabi, and/or a portfolio of scholarly or creative work.

Three options to make supplemental materials available through UNLV Folio are:

- Via a personal Google drive folder: The candidate's materials can be uploaded to a Google Drive folder owned by the faculty member. Within UNLV Folio, the candidate can insert URLs that direct reviewers to additional materials in the. Within UNLV Folio, the option to insert a URL will appear near the bottom of the activity input screen.
- Via the Candidate's Packet in UNLV Folio: The candidate's materials can be uploaded directly to the appropriate section within the candidate's packet. For example, course evaluations will go under the course evaluations, and scholarly and creative works in the scholarly/creative portfolio section.
- Via an attachment to a record added in UNLV Folio: In certain Activities sections in UNLV Folio, the candidate can upload attachments to recorded achievements and activities. For example, published articles can be added to the article's activity entry. The option to attach a file will appear at the very bottom of the activity input screen.

## Should the application include work done prior to hire at UNLV?

Years toward tenure are not granted at UNLV, and work done before UNLV is only counted in tenure and/or promotion measures of productivity if negotiated at hire and specified in writing. The NSHE Code stipulates:

*Upon the request of the academic faculty member and the approval of the president, up to three years full-time employment at other accredited institutions of postsecondary education, including such institutions in the System, in positions equivalent to positions providing eligibility for appointment with tenure may be included in the probationary period. Such decisions must be made at the time of initial employment (Title 2, 4.3.3).*

In general, unless documented at the time of hire, candidates are not "given credit" for work done before hire at UNLV.

Research and creative activities demonstrate two things: reputation and productivity. Work done before arrival at UNLV unquestionably helps build a reputation, which is a factor in the tenure decision and in promotion to full professor. That work, however, does not speak to productivity while at UNLV, which is what will usually earn tenure. For that reason, unless specifically negotiated at the time of hire as specified in the Code, it does not usually "count" toward quantitative measures of output (i.e., number of articles or monographs considered the norm for earning tenure).

For more information about shortening the probationary period, read the [Flexibility of Pre-Tenure Probationary Policy](#).

### **May I add content to my application once I have submitted it?**

Your preliminary application, with your external waiver, your CV, your research/creative activities portfolio and any other materials needed for your external referees is due May 1. You can continue to add and update activities, files, and statements until September 1 or when your department begins reviewing your application (whichever is sooner). By this point you must have submitted your “final application,” with all activities updated, your Faculty 180 regenerated, and your opening statement completed.

After September 1 but before October 1, if you learn of a major achievement (national/international award, in-press work being published, etc.) that could significantly impact the outcome of the tenure and promotion review, please email your chair/director with a complete description of the achievement. They will then submit a [Supplemental Achievement Notification](#) via UNLV Folio. Do not just tell representatives to the college or university committees—the Supplemental Achievement Notification is the only appropriate way to update that information.

### **What else is added to the application?**

After the candidate has completed their preliminary application, the candidate should also add a copy of the tenure and promotion guidelines for their department and/or unit, a copy of all performance evaluations for the review period (annual and, if applicable, mid-tenure or mid-promotion), and, if applicable, add documentation of tenure flexibility or other significant documents. Nontenure-track faculty may also have a copy of their position description, job posting, or offer letter attached to their application.

It is the department chair/director’s responsibility to initiate the external review of the candidate by soliciting four external referees. The external referees will access your portfolio and supply their reviews via UNLV Folio.

### **What are the steps in the review process?**

The review process generally follows these steps:

1. Candidate notifies chair/director (heretofore, “chair”) of intent to apply. Chair informs the Office of Faculty Affairs, which creates a UNLV Folio case.
2. The candidate supplies a list of potential external reviewers if a tenure-track candidate or a nontenure-track candidate in a unit that requires external review letters.
3. Candidate completes application in UNLV Folio, provides other supporting materials as needed, including annual evaluations and tenure and promotion guidelines.
4. Candidate submits their packet for review.

5. Chair solicits external reviews via UNLV Folio.
6. By September 1 (earlier for some units), the candidate has finalized their application, which proceeds for departmental review. Units with no departments skip to step 8 or 9, as applicable.
7. Department reviews candidate materials and provides a recommendation (vote and narrative).
8. Chair provides recommendation, with narrative explanation.
9. College/school tenure and promotion committee reviews packet, including previous reviews, and provides a recommendation (vote and narrative).
10. Dean reviews materials and previous recommendations, and provides a recommendation, with narrative.
11. For nontenure-track promotion, packet proceeds to the Provost. The new rank becomes official on July 1 of that calendar year.
12. For tenure / tenure-track applications, packet proceeds to the University Tenure and Promotion Committee.
13. University Tenure and Promotion Committee reviews materials and previous recommendations with an eye toward comparable rigor in criteria and procedures, forwarding its recommendation (vote and narrative) to the Executive Vice President and Provost.
14. Executive Vice President and Provost makes a recommendation to the President.
15. The President accepts or does not accept the recommendation received.
16. Candidate is notified in writing of the President's decision.
17. If the recommendation is not to grant tenure, the candidate can request a reconsideration. If a negative recommendation is not reversed with reconsideration, the faculty member can file a grievance.
18. If promotion/tenure is approved, new rank/status becomes effective July 1. See BOR Handbook Chapter 5, Section 5.2.3 and 5.2.4.3. Reviewers: Evaluating Tenure and Promotion

## Who can serve on review committees?

The UNLV Bylaws (III.6.1) state:

*Only tenured and tenure-track faculty and faculty in residence (excluding chairs and directors, assistant and associate deans and deans) may serve on departmental/ unit personnel committees, attend personnel committee meetings at which recommendations for promotion, tenure, merit or annual evaluations will be made, or vote in such meetings.*

In other words, only ranked faculty (including faculty in residence) are eligible to serve on those committees, and chairs, directors, and those with “dean” in their title are restricted from participating. Similar provisions cover the formation of college/school-level committees.

Some unit bylaws specify that only faculty possessing the rank that the candidate is applying for (or higher) are eligible to serve on committees reviewing them, i.e., only full professors can vote on applications for promotion to full professor.

Within UNLV Folio, an administrator who is restricted from participating in personnel deliberations or votes may be listed as a committee member. This does not mean that they are a member of the committee; it is only done so that they retain access to the case file, which is necessary if they are asked to answer questions about the case by the committee. In general, being listed at a review level in UNLV Folio only reflects that the individual has access to the case and does not presuppose that the individual votes or participates in deliberations.

The Office of Faculty Affairs will reach out to units (deans and department chairs/directors) for committee members so they can be provided access to the candidates' cases. When committee members have been selected (and administrators, if applicable), all members must complete the Confidentiality Agreement form and submit it to their dean or chair/director.

### **What role do chairs/directors have in tenure and/or promotion?**

Chairs (or, as appropriate, directors or deans) have numerous responsibilities that touch on the tenure and/or promotion process. These include having a role in guiding and mentoring candidates and providing candid assessments of progress before tenure throughout the probationary period, as well as defined responsibilities within the tenure and/or promotion application process.

These responsibilities include handling all communication with external reviewers, providing feedback on the appropriateness of early tenure, and working with the department or school committees to provide an equitable, fair evaluation for tenure and/or promotion. In addition, the chair is usually the candidate's primary contact with the administration and will answer any questions even before the process officially starts.

### **How do chairs/directors and deans add their recommendations to the application?**

All recommendations are added in UNLV Folio via the appropriate form on the "Case Details" tab of the candidate's packet. The case will be available for your review once the previous level has reviewed and advanced it to you.

To view the application materials and the recommendations of previous levels, on the "Case Materials" tab, click on the blue button titled "Read Case". This will take you to the system's document viewer where you can use a drop-down menu to navigate the candidate's packet.

### **What votes can faculty cast?**

Faculty eligible to vote may do so only once at either the department, college/school or university level.



The guiding principle is “one person, one vote.”

The UNLV Bylaws (Chapter I., Section 4.3.3.B) state that only tenured faculty may vote on tenure decisions; however, unit and school/college bylaws can specify who is eligible to vote on promotion decisions, including promotion for nontenure-track faculty. There is no university-level restriction on untenured faculty offering feedback about tenure and/or promotion applications or participating in discussions of the same, but they may not vote on tenure.

Whether part of a dedicated personnel committee or a unit that votes as a committee of the whole, an eligible faculty member can vote in favor of tenure and/or promotion, against it, or may abstain. Abstentions and negative recommendations should be accompanied by an explanation of the reason(s) for their vote.

### **When should voters abstain?**

Faculty should not abstain because they do not know which way to vote or because they are dissatisfied with the process in some way. Instead, they may abstain only if there is a clear reason to do so. Frequently, an abstention is recorded if the faculty member is voting at another level of review, the candidate has/had a professional relationship (e.g., former student, mentee) or personal relationship (related by blood or marriage), and/or the candidate has filed a complaint against the faculty member, or vice versa. The committee chair must provide an explanation of all abstentions on the voting form.

Faculty will be proactively asked to abstain in cases of relation by blood or marriage. A chair/director or dean may, at the request of the candidate, ask a potential voter to abstain for reasons such as a shared financial interest. If you are unsure whether you should abstain or not, please contact the Office of Faculty Affairs to discuss.

### **What must be recorded with the vote?**

For committee and faculty votes, the following data should be recorded and forwarded via the UNLV Folio voting form:

- Number of eligible faculty members on the committee
- Number of favorable votes
- Number of unfavorable votes
- Number of abstentions/recusals
- Reasons for abstentions/recusals (Note: The chair should encourage all committee members to vote unless there is a valid and compelling reason to abstain.)
- Number of faculty members absent from the vote

## How should a faculty committee write its recommendation?

During the committee's discussion (this includes cases where the entire faculty meets as a committee of the whole), someone (either the committee chair or a designee) should take notes of the conversation. The notes should reflect the general sense of the discussion and should never, at any time, identify a particular faculty member as supporting or opposing the candidate or any element under consideration.

Per UNLV Bylaws III.6.1, after the vote has been taken, the note-taker should draft a formal recommendation that accurately and honestly reflects the committee's discussion, without identifying individuals making particular points. If the external reviews were discussed, the recommendation should not mention the name or institution of letter-writers, but merely refer to them as External Review #1, External Review #2, etc.

The recommendation should include summaries of the committee's discussion of the discrete areas of teaching, research, and service, as well as an overall recommendation. If the committee wishes, it can specify a ranking for the candidate in each of the three areas using the four-point scale (excellent, commendable, satisfactory, unsatisfactory).

The recommendation should not mention the precise vote tally, although it can describe the vote in general terms such as:

- “the committee/faculty unanimously agree”
- “by a large majority”
- “the majority of the faculty felt that”

After drafting the recommendation, the drafter must share it with the committee to ensure that the recommendation accurately captures the committee's sentiment. The final recommendation should be entered, along with the vote, into the appropriate UNLV Folio form by the committee chair.

## How detailed should the recommendation be?

A good statement will provide other levels with insight into the vote, with an explanation of how the committee ranked the candidate for teaching, scholarship, and service. If the vote is uniformly positive, it will note the candidate's areas of strength. If there is a split vote, then the recommendation statement should explain the minority votes, for example: “While the committee as a whole felt that the candidate had demonstrated excellence in teaching and scholarship, some felt that the candidate's publications were in journals of insufficient rank to justify a rating of excellent.”

For all recommendations, it is important to buttress conclusions (“the candidate is an excellent researcher...”) with facts (e.g., as evidenced by their \$100 million in external grant funding and associated patents). The recommendation should be at least a paragraph and will likely be longer. Typically, negative recommendations are longer than positive ones, as they should

contain specific rationales for the negative decision, with references to how the candidate does not meet the standards used for evaluation.

### **Can a faculty committee tell the candidate how they are doing?**

Confidentiality is key to the integrity of the tenure and promotion process. As dictated in the UNLV Bylaws, administrators are responsible for notifying tenure and/or promotion candidates of the status of their application, including any negative recommendations. Faculty members on committees should not advise candidates of the status of their application.

### **What are the best practices for review committees?**

Review committees should limit their review to documented material evaluated under the appropriate standards. In addition, their contributions to the process should be guided by three principles: equity, consistency, and confidentiality.

### **What is equity in the T&P process?**

In this context, equity can be interpreted as “fairness to everyone involved.” It starts with the concept of “comparable rigor,” but goes far beyond it. Similarly, committee members must strive for equity not only in the meeting and when conducting the evaluation but must ground the entire process in the principle. Equity starts with transparent tenure and promotion standards that are clearly communicated by the chair, the committee, and the senior faculty. It also includes pre-application mentoring for all candidates, fairness in the application review itself, and ends with post-application support and a continuing respect for confidentiality.

Further, committee members should understand that they take upon themselves the responsibility and obligation to protect the integrity of the tenure and promotion review process. They must disclose any real, perceived or potential conflicts of interest between themselves and a candidate to the Office of Faculty Affairs and strive to be impartial and fair in their treatment of each candidate. They should guard against any inaccuracies or distortion made by either omission of or undue emphasis on certain information.

### **What is consistency in the T&P process?**

Consistency is linked strongly to “comparable rigor,” as well as the principles of equity and inclusion. Essentially, it means that all candidates should be treated similarly. Committees should avoid all discussion or action due to protected activity. Such activity includes, but is not limited to, whether the candidate is now or has ever been involved in a complaint against the university or any individuals; if the candidate has issues relating to the Americans with Disabilities Act (ADA); and/or whether the candidate has taken leave under the Family and Medical Leave Act (FMLA).

It is important to avoid not only bias, but any appearance of bias. This does not mean that the committee must spend the same amount of time discussing each candidate, or that each candidate's recommendation must be of the same length. Rather, it means that each candidate is given the same opportunity for a fair evaluation.

At both the department and the school/college level, the principle of consistency demands comparable rigor in evaluating candidates. The standards for tenure and/or promotion should be approximately equal across departments, allowing for the unique circumstances of each discipline. Candidates should not be judged in comparison to each other, but rather by the standards specified in the unit guidelines.

### **What is confidentiality in the T&P process?**

Confidentiality means not publishing, divulging to any unauthorized persons, or making public any information obtained from observations, conversations, or documentation of any sort pertaining to the personnel review, including but not limited to the substance of committee discussions, the contents of internal and external reviews, and the committee's vote.

Confidentiality is serious: a breach of confidentiality or other policies relating to the tenure and promotion process may result in sanctions under Title 2, Chapter 6 of the Nevada System of Higher Education Code ("Rules and Disciplinary Procedures for Faculty"). If you become aware of any violation, or suspected violation, of any of these items, please document your concerns (see above for details) and contact the Office of Faculty Affairs immediately. Do not wait until after the process is over to raise concerns or share rumors; do so while the process can be corrected.

# Frequently Asked Questions

## How should evaluators consider (optional) COVID-19 impact statements?

While evaluating the files of your colleagues for tenure and promotion, please keep in mind that, after March 12, 2020 (the day when it was announced that UNLV would cease many in-person operations), many things changed for faculty.

COVID-19 impact statements are optional for faculty during their annual evaluations. Candidates may also include in their narrative statement the impacts of COVID-19 to their teaching, research, and service.

## How much should candidates know about the process?

There are two areas of knowledge in which candidates must have clarity: process and standards.

Clarity of process means that candidates should know, from their start at UNLV, how the process works, who is involved, and where they can find resources to assist them. They should know who reviews their application, who evaluates them, and who votes. There should be no secrets about how the process unfolds.

Clarity of standards means that candidates should know the standards by which they will be judged. This does not mean reducing the tenure and/or promotion system to a “formula.” It means that units will have clear, easy-to-understand statements regarding what is required of successful candidates.

Candidates, however, are not entitled to clarity of outcome while the process is still underway. While past tenure and/or decisions may provide a baseline for whether a candidate will receive a positive recommendation, no one can provide an absolute assurance that they will or will not receive a positive outcome.

## When will candidates receive news about their application’s progress?

It is the responsibility of the chair to inform the candidate of a negative recommendation at the department or chair level, and the responsibility of the dean to inform the candidate of a negative recommendation at the school/college or dean level.

When notifying the candidate of the negative recommendation, the administrator should inform them that a negative recommendation was made, and the party that made it (i.e., department, chair, college, or dean). The administrator should not disclose the vote (if applicable) or the reasons for the denial. The candidate must be notified at the same time that the administrator’s

recommendation is transmitted to the next level. The Executive Vice President and Provost will formally notify candidates of the University's decision whether or not to recommend awarding of tenure and/or promotion in late January. This recommendation is made official in March, when the Board of Regents reviews and approves all tenure decisions.

Any questions or concerns should be directed to the chair, dean, or Office of Faculty Affairs. Candidates may not contact faculty committee members directly to inquire about the outcome of their deliberations or status of their applications.

### **May a candidate withdraw an application?**

Candidates for tenure may withdraw their application at any point in the review process before an official decision has been rendered by the President.

Withdrawal of a tenure application signals a desire to be removed from consideration for tenure at UNLV but does not extend the probationary period. The candidate will then enter into a terminal contract. For that reason, such an important decision should be made after consultation with the chair and/or dean. Following such consultation, the candidate's withdrawal request should be made in writing and delivered to the department chair and/or dean.

The candidate will then receive a terminal contract with the last date of employment at UNLV specified.

Candidates for promotion only or nontenure-track promotion may withdraw their applications at any point in the process and may apply again at any point in the future.

### **Whom should I contact if I have further questions?**

If you have any additional questions, please contact:

Janet Dufek, Vice Provost for Faculty Affairs  
Phone: (702) 895-0702 | Email: [janet.dufek@unlv.edu](mailto:janet.dufek@unlv.edu)

For specific questions on policies and procedures, contact:

Allison Sahl, Director of Faculty Services  
Phone: (702) 895-4890 | Email: [allison.sahl@unlv.edu](mailto:allison.sahl@unlv.edu)

For technical queries related to UNLV Folio, contact:

UNLV Folio Help Desk  
Phone: (702) 895-4457 | Email: [unlvfolio@unlv.edu](mailto:unlvfolio@unlv.edu)