



## TENURE & PROMOTION

### Guide for Chairs to Establish Norms and Promote Equitable Outcomes

- Start the meeting on time, and use an agenda.
- Decide roles: discussion leader, note taker, time keeper, equity watcher, etc. Be comfortable revisiting these as needed.
- Ensure everyone has clear sense of committee purpose; commit to equity, transparency, and inclusion.
- Agree on expectations about attendance, decision making, anonymous voting, communication, and engagement along the entire process.
- Ensure everyone has recently reviewed and understands the guidelines and criteria for tenure and promotion, including: R&P, college documents and any departmental supplements.
- Review (or establish) criteria and norm interpretation of criteria with a rubric for evaluating candidates before you review files. Compare against these criteria, not to other or previous applicants.
- Reiterate that confidentiality is critical, that discussions must take place only amongst committee members when they are all together, and that technology should be used to secure online meetings and draft documents.
- Raise and discuss ideas on diversity, representation, inclusion, and success in the field. Remind the committee about biases and stereotypes in faculty evaluation.
  - network homophily
  - teaching evaluations
  - citation counts, h-index, impact factors
  - letters of external evaluators
  - career pathways, gaps in trajectory
  - service (invisible and/or uncredited)
  - publicly engaged and/or community-based, scholarship
  - diversity, inclusion, equity scholarship and/or leadership
  - awards, leadership roles
  - grant funding
  - interdisciplinary, multi-disciplinary, and collaborative work
- Anticipate challenges: resistance to diversity, dominant voice, power dynamics, shifting criteria, running out of time, etc.
- Remind everyone that the same standards apply regardless of number of years in rank. Consider the opportunities the scholar has had.
- Confirm that everyone has reviewed the portfolio(s) prior to meeting, and each has the materials on-hand during discussions for accurate reference.
- Conduct the meeting methodically, ensuring everyone has the opportunity to speak on each aspect of each case; don't rush.
- Make sure everyone knows the next steps and end the meeting on time.
- Prepare a debrief report to the dean reflecting practice and process.