PROMOTION & TENURE DOSSIER WORKSHOP
OFFICE OF FACULTY AFFAIRS
TRAINING & DEVELOPMENT
SPRING 2026

Note: UGA's *Guidelines for the Appointment, Promotion & Tenure of Academic Rank Faculty* were revised, with the new version posted August 1, 2023, to incorporate revised University System of Georgia policies on faculty performance evaluations, and revised again, with new version posted December 5, 2025, including clarifications regarding the PTU head role and other procedural updates. Additional revisions to the *Guidelines* currently are being proposed by University Council Faculty Affairs Committee. Those revisions would update the Contributions to Teaching documentation, pp. 7 – 9, to align with UGA Policy 01.06.005, Improvement and Documentation of Teaching Effectiveness. This workshop will reference the December 5, 2025, version of the *Guidelines*.

PDF versions of the updated *Guidelines* is posted on the Office of Faculty Affairs' (OFA) Promotion and Tenure page. An electronic copy of this handout, with active hyperlinks, will be posted in the "Promotion and Tenure Workshops" section on the OFA Promotion & Tenure page.

Promotion and/or Tenure Electronic Dossier Checklist

(The following is an expanded, annotated view of the dossier checklist found on OFA's website and in Appendix G of the Guidelines for Appointment, Promotion and Tenure (p. 37). When preparing a dossier, Appendix C in the Guidelines is also a very useful reference as it presents a descriptive outline of the dossier contents.)

Name _____ **Current Rank** _____

Department _____ **School/College** _____

Recommendation For: *(check one)* ☐ Promotion & Tenure ☐ Promotion Only ☐ Tenure Only

Promotion to: *(check one)* ☐ Assistant Professor ☐ Associate Professor ☐ Professor ☐ Clinical Associate Professor ☐ Clinical Professor

Contract Type: *(check one)* ☐ Fiscal ☐ Academic ☐ Adjunct *(not paid)*

AREA COMMITTEE: *(check one)* ☐ Fine/Applied Arts ☐Health/Clinical Sciences ☐Humanities ☐Life Sciences ☐ Physical Sciences ☐Social/Behavioral Sciences ☐ Professional/Applied Studies

Items in Dossier *(ensure all items are included in the electronic dossier (pdf format) at each level of review)*

(1) Letter of Transmittal *(include area committee assignment)*

- **Short Letter**
- **Presents Dossier for Institutional Review**
- **List Candidate's Name, Home Department(s), P&T Category, and Area Committee Assignment**
- **See Sample Transmittal Letter**

(2) Table of Contents

- **See Sample TOC**
- **Note combined page limit on Sections 4 & 5.**
  - **3rd yr review: Sections 4 & 5 only (p. 15).**
  - **Preliminary consideration: "updated vita and other materials deemed relevant" (p. 14). Recommend using Sections 4 & 5 to get feedback on content & format.**

3) Section I: ***UGA Recommendation for Promotion and Tenure Form*** *(with all signatures & votes)*

- **Use current year Quick Reference Guide to calculate years in rank**
- **Use faculty rank titles; do not use administrative titles**
- **Recommend: Be sure to circle Yes or No; consistent with policy, especially after PTU level**
- **If Joint Appointment; each appointment unit has equal influence on P&T:**
  - **Votes of both units recorded on separate recommendation forms; and**
  - **Separate cover letters from each unit head and/or dean (in Section II below)**
  - **In some cases, may be appropriate to use at least some of the same external evaluators**
- **Originals of all forms sent in hard-copy to your Dean's Office, then Office of Faculty Affairs**

(4) Section II:

PTU Head Cover Letter(s)

- **Guidelines, see p. 19, Appendix C-Section 2 (p. 32), & Appendices E-F (pp. 35-36)**
- **Prep after PTU's evaluation in the fall (p. 19);**
  - **Candidate must be informed of results of the vote, including tally, within 3 working days of meeting (can be email) (p. 19)**
- **A synthesis of faculty judgement (p. 19);**
- **Include summary of procedural steps followed by the PTU in reaching its vote, including relevant dates where appropriate; state that a quorum was present**
- **Any identification of external evaluators must be deleted before the letter is reviewed by the candidate (p. 19)**
- **If negative PTU vote, PTU Head, regardless of his/her vote, will summarize the deliberation for the PTU's negative vote as a separate document in the dossier (p. 19)**
- **pp. 35 & 36: "If the PTU Head or Dean chooses to write a single cover letter for a candidate applying for promotion and tenure at the same time, the letter must address all content areas specified in Appendices E and F."**

School/College Review Committee Written Rationale and Vote

- **Guidelines pp. 20 – 21**
- **When reporting the vote, state that a quorum was present; recommend committee of at least 5 eligible voting faculty**

Dean's Cover Letter(s)

- **Guidelines p.22, Appendix C-Section 2 (p. 32), & Appendices E-F (pp. 35 - 36); see also template** (linked here)
- **Prepared after the school/college review committee votes and prepares written rationale**

Candidate's Letter(s) of Response *(if included)*

- **Can correct any factual error in the dossier as it moves forward**
- **PTU Head's Cover Letter – 5 working days to respond (p. 19)**
- **School/College Review Vote & Rationale – 7 working days to respond (p. 21)**
- **Dean's Cover Letter – 5 working days to respond (p. 22)**

***Supplemental documents…Guidelines*, p. 19**

"No revision/alteration of existing documents in the dossier are allowed after the PTU vote has been taken. Any factual errors must be corrected via cover letter or candidate's response as the dossier moves forward to the next level of review. The candidate may add evidence of award of a grant, acceptance of a publication, or other significant achievement to the dossier at any time during the review process. This documentation should be accompanied by a letter of request to add to the dossier and **will be included in the cover letter section**."

(5) Section III: Unit Criteria

- **Guidelines p. 2**
- **Make sure unit criteria in the dossier are the same ones posted on the Provost's website for tenure-track and clinical faculty in your unit**
- **Any changes to the criteria must be approved by the Faculty, Dean & Provost**

(6) Section IV: Vita & Candidate's Statement of Major Accomplishments

- **Sections IV and V together should not exceed 25 pages (p. 37).**
  - **"…**font size must be at least 11 point, all margins must be at least one inch, line spacing must not exceed six lines of text per vertical inch, and page size must be letter (8.5 inches X 11 inches)."
  - **See also optional COVID Impact Statement (2 additional pages)**

- ***Vita;*** **Guidelines pp. 38 - 39** A summary of the candidate's professional activities and achievements.

- **Recommended vita format is presented in Appendix H (pp. 38 - 39)**
  "If joint endeavors are listed on the CV, faculty should briefly describe how authorship order is assigned in their discipline. Scholarly outputs appropriate to the discipline and as specified by the PTU criteria, should be listed. Peer-reviewed and invited items should be identified as such with asterisks or other markers as defined in the CV by the candidate."
- **Documentation of funding (p. 10):** "Funded projects, grants, commissions and contracts (include source, dates, title and total amount awarded, and amount awarded to candidate, if different) completed or in progress."

- ***Statement of Major Accomplishments;*** **Guidelines p. 32** *(two-page max)*

"The candidate should add to the end of the vita a letter no longer than 2 pages that describes the candidate's major accomplishments and assesses the impact of each." Should be a persuasive and interpretive piece of writing; not one that simply lists achievements already presented in the Vita. This is the candidate's opportunity to make the case that his/her dossier includes clear and convincing evidence that the University and PTU criteria for the desired rank and/or tenure have been met.

  - **Written in the first person, by the candidate.**

(7) Section V: Achievements

- **Section V should not exceed 12 pages; Sections IV and V together should not exceed 25 pages. Written in the 3rd person.**

- **Guidelines pp. 32-33; Achievements in (including Student Success Activities within areas, as appropriate):**
  1. *Teaching,*
  2. *Research, Scholarship & Other Creative Activities*
  3. *Service to Society, the University & the Profession*

- **Should address at least those areas in which the candidate has had work assignments (i.e. their allocated time or effort), since appointment or last promotion. Factor in any credit towards promotion/tenure being applied.**

- **Provide data summaries & cross reference with Vita as much as possible to avoid redundancy within the dossier.**

- **May be organized around the PTU criteria; i.e. can present/summarize relevant performance for each criterion in turn.**

(8) Section VI: Letter of Offer, Third-Year Review, Annual Evaluations

- **Guidelines p. 33**
- **Redact address, salary, or other personal information**
- **Be sure to include a statement explaining any changes in assigned duties or effort allocation since initial appointment/offer letter.**
- **Third-year review required for any untenured faculty member on the tenure-track (p. 15) or Clinical Associate Professor candidate [p. 7, UGA Clinical Faculty Guidelines]; include Third Year Review report in dossier of any untenured faculty member seeking tenure or promotion, or any Clinical Associate Professor candidate.**
- **If candidate responded to 3rd year review, the response becomes part of the review so must also be included in the dossier.**
- **Beginning with the 2024-2025 promotion and tenure cycle, verbatim annual evaluations for years in rank also must be included in the dossier, on a going forward basis.**

(9) Section VII: ***1. Brief Statement of Qualifications of Each External Evaluator***

2. Identification of Evaluation Letters from Candidate's List vs PTU's List

3. Sample Letter Requesting Evaluation *(optional)*

4. External Letters of Evaluation

- **Guidelines, pp. 17-18 – instructions on who may serve as external evaluator;**
  - **At least 4 letters, with at least 2 from candidate's suggested list and 2 from a list developed by PTU Head. (ambiguity about minimum number eliminated)**
  - **"**External reviewers should hold an equal or higher rank than the rank to which the candidate is seeking promotion. For external reviewer outside the United States or in non-academic positions, the "statement of qualifications" (see below) should address the question of the reviewer's equivalent rank in the U.S. academic system." (p. 16)
  - **Letters may not come from candidate's terminal degree advisor, postdoctoral advisor, former students, close associates or friends.**
- **Info on how to solicit letters: pp. 33-34: All solicitation letters should be based closely on the template in Appendix D (p. 34). Although optional, good to include a sample solicitation letter in the dossier in case any questions from higher level review committees.**
- **All letters that are received must be included in the dossier.**

- **Joint Academic Appointments – See UGA Policy Library, Faculty Definitions Policy (Other Terminology, #8), Joint Appointment Policy, and Guidelines (pp. 19 – 20 (regarding promotion) and pp. 28 - 29 (regarding tenure)).**
- **Candidates given prior credit towards their promotion time in rank (pp. 12 - 13) or tenure probationary period may include accomplishments from the period of prior credit.**

- **Effective dossiers – organized, clear, concise (good use of summaries; lack of redundancy) accurate; and adhere to *Guidelines*.**

- **Examples of problems reported by review committees that weaken dossiers:**
    - **CV does not clearly indicate candidate's contribution if co-authored**
    - **Does not specify candidate's role/share in group grants/collaborations**
    - **Dossier too long (exceeding page limits may be procedural error)**
    - **Tabular or other documentation of teaching not clear**
    - **Cherry-picked or not representative student evaluations**
    - **Allocation of effort (service, instruction, research) not reported in a consistent location (cover letter, vita). If service is 0%, specify the 0% assignment even if achievements in this area. If allocation of effort changed over review period, note changes.**
    - **External reviewers not arms-length**
    - **Negative external letters not explained or contextualized; negative or mixed votes not explained or contextualized**
    - **PTU or CAPU criteria not applied; additional/unstated standards and expectations applied**
    - **Candidate improperly advised of effect of negative or mixed vote, i.e., failure to convey principle of flow**
    - **Positive annual evaluations and third-year review, followed by negative promotion/tenure recommendation; ideally, no surprises**

- **COLLABORATIVE PROCESS FOR DOSSIER DEVELOPMENT:**
  - **Preparation and verification of the contents of the dossier is a cooperative endeavor between the PTU Head & candidate, with candidate having the final say about the dossier's contents, with exception of external letters (p. 19)**
  - **Candidate:**
    - **Vita**
    - **Major Accomplishments (up to 2 pages)**
    - **Evidence for Section V Achievements**
    - **COVID Impact Statement (optional)**
    - **Provide list of 3-6 potential external evaluators & up to 3 exclusions**
    - **Proofread the dossier**
    - **The candidate may correct errors of fact.**
    - **If the candidate disagrees with an opinion expressed in cover letter, he/she may issue a written response but cannot "correct" the opinion.**
    - **Should not have access to external letters.**
  - **PTU Head:**
    - **Accuracy of vita and other documentation**
    - **Section I – P&T Summary Forms**
    - **Cover Letter(s)**
    - **Separate document if negative PTU vote**
    - **Supply PTU Criteria**
    - **Write/compile/edit Achievements section**
    - **Supply offer letter, third year review report, and annual evaluations (for 2024-2025, include the CY2023 evaluation; for 2025-2026, include the CY2023 and CY2024 evaluations; etc.).**
    - **Solicit letters of evaluation & write description of evaluators' qualifications**
    - **Oversee preparation and submission of dossier to the PTU and the school/college.**
- **Deadlines for submission from the PTU to the college will be set by each dean's office.**
- **APPENDICES: Do not submit appendices for university level review. However, you can connect to an external website for additional information and resources. If do so, suggest including one link in Major Accomplishments Section.**

- **SUBMISSION TO OFFICE OF FACULTY AFFAIRS FROM DEAN'S OFFICE:**
    - **Dossiers Due in Faculty Affairs on third Friday in October**
    - **This deadline includes dossiers for the following ranks: Associate Professor, Professor, Clinical ranks, Academic Professional ranks & Lecturer ranks**
    - **Conduct thorough review of dossier contents against the checklist prior to submission**
        - **Use Quick Reference to confirm Years in Rank**
    - **Electronic Dossiers uploaded via OFA Promotion and Tenure Portal**
        - **Detailed instructions and resources for upload in the Portal**
        - **Single PDF file with sections in order of dossier checklist**
        - **Use required naming structure**
        - **Use electronic dossier checklist updated on 2/16/24 in the electronic dossier.**
        - **Ensure all additional letters, including candidate's response(s) included in dossier**
        - **Do not submit a zip file.**
    - **Submit these Original, Hard-Copy Documents to OFA by dossier deadline:**
        - **Master Cover Letter with a complete list/report of all promotion/tenure candidates from the college and their area committee assignments**
        - **Original *Promotion and/or Tenure Recommendation Form(s)* with all signatures, votes, approval status.**

QUESTIONS?

- **Krissie Benton, Faculty Transaction Process Lead (kbenton@uga.edu)**

REFERENCES:

- **Promotion & Tenure Page, Office of Faculty Affairs (includes all of the following docs)**
    - **UGA Guidelines for appointment and promotion of all faculty ranks**
    - **Quick Reference (for calculating years in rank)**
    - **Criteria for Promotion and Tenure listed by Unit**
    - **Application deadline memos**
    - **eLC dossier submission procedures – to send dossiers to OFA**
    - **Dossier Checklist**
    - **Recommendation for Promotion & Tenure Forms**
    - **Workshop Materials**
- **UGA Policy Library, Faculty tab**