



## Campus Administrative Policy

**Policy Title:** Hire with Tenure

**Policy Number:** 1021      **Functional Area:** Academic and Faculty Affairs

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**Effective:** July 1, 2019  
**Date Last Amended/Reviewed:** June 27, 2019  
**Date Scheduled for Review:** July 1, 2026  
**Supersedes:** Faculty Hires with Tenure (July 1, 2010)

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**Responsible Officer:** Provost and Executive Vice Chancellor for Academic and  
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**Applies to:** University of Colorado Anschutz Medical Campus  
University of Colorado Denver

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### A. INTRODUCTION

A case is considered an outside hire with tenure if the letter of offer indicates that the tenure review process will be initiated upon hire or the hire is contingent upon tenure being granted.

### B. POLICY STATEMENT

This policy applies to, and must be used in, the following hiring situations:

*Situation A:* Candidate is currently a tenured associate professor at a comparable institution, and requests tenure as an associate professor.

*Situation B:* Candidate is currently a tenured associate professor at a comparable

institution, and requests tenure and promotion to professor.

*Situation C:* Candidate is currently a tenured professor at a comparable institution, and requests tenure and the rank of professor.

*Situation D:* (a **very unusual** situation): Candidate is not currently tenured at another institution, but has a record that clearly meets the Campus' standards for tenure. This would most likely only occur if the candidate is at a program/institution that does not grant tenure.

## C. TIMING

This process shall not be truncated for any faculty appointment that involves tenure.

All searches for administrative positions that offer the opportunity for faculty positions with tenure are required to comply with this policy.

Candidates for appointments in accordance with this policy should be identified as early as possible during the search process.

## D. PROCEDURES

### 1. Candidate's Dossier:

The candidate submits a dossier containing the following material that will be used to evaluate the candidate against the primary unit criteria from the primary unit they are expecting to join:

- a. A current vitae.
- b. Evidence of meritorious or excellent teaching (e.g., peer reviews of teaching, student evaluations, syllabi, curriculum development, mentoring, awards) including a narrative summary that describes their merit or excellence in teaching.
- c. Examples of meritorious or excellent research/scholarly or creative work (three publications or other artifacts are sufficient).
- d. Evidence of meritorious or excellent leadership and service.
- e. A copy of the criteria for tenure and the criteria for promotion to associate professor or to professor at the candidate's current institution.
- f. Letters appropriate to the situation: In accordance with Administrative Policy Statement 1018 *Justification for Appointment with Tenure* "If, at the time the letter of offer was issued, the individual held a tenured position at another institution, the letter(s) of recommendation for hire may be used

in the tenure evaluation process in place of the external evaluation letters typically required. If necessary, additional letters may be requested in the tenure evaluation process.”

## E. LEVELS OF REVIEW

Primary Unit and First Level Reviews may happen concurrently.

1. **Primary Unit Review.** The primary unit adds the following information to the dossier:

Dossier checklist. See Appendix A.

Primary unit criteria for tenure and promotion.

External letters. If the letter(s) of recommendation for hire are not used (see D.1.f.) or if the candidate is not currently tenured at another institution (Situation D), the primary unit will obtain three external letters of evaluation, with two of the external reviewers selected by the department chair or dean and one selected by the candidate. For an example of a letter to request external reviews, see Appendix B.

Primary unit letter. This letter should include evaluations of the candidate’s teaching, research or creative work, and leadership and service, and indicate the votes for excellent, meritorious, and not meritorious in each category. It is essential that these evaluations carefully and thoroughly assess the candidate’s strengths and weaknesses. If the primary unit recommends that the candidate receive tenure as an associate professor, or tenure and promotion to professor, or tenure and the rank of professor, the letter should indicate how the candidate’s record meets or exceeds the Regental and unit’s standards for tenure and/or promotion. The primary unit’s letter must specify the number of members present and the vote (yes-no-recusal-absent)

2. **First Level Review.** The appropriate body, as defined in the bylaws of the college, school, or library, reviews the candidate’s dossier, votes on the proposed action, and forwards to the dean an evaluation and a recommendation. The first level review is a thorough assessment of the candidate’s record. This letter should include evaluations of the candidate’s teaching, research/scholarly or creative work, and leadership and service, and indicate the votes for excellent, meritorious, and not meritorious in each category. The letter must specify the number of members present and the vote (yes-no-recusal-absent).
3. **Dean’s Review.** The dean prepares an evaluation and recommendation for action that discusses the earlier reviews and points out areas of concern or disagreement.

*Dean’s Positive Decision:* The dean’s letter—called a “justification for appointment with tenure” letter or memo—should address the following points.

Note that all three points must be included in the dean's letter.

- a. A statement of the specific merits of the candidate, including a summary of how the candidate meets or exceeds the Regental and school, college, or library standards for tenure, tenure and promotion, or tenure at the rank of professor.
- b. A description of the long-range fiscal and academic program plans for the unit.
- c. An explanation of how the personnel action fits into the unit's plan.

*Dean's Negative Decision:* If the dean does not recommend that the candidate receive the requested action—tenure, or tenure and promotion to professor, or tenure at the rank of professor—the process ends.

4. **Second-Level Review.** The dean sends the final dossier to the Provost, who refers it to the Vice Chancellor's Advisory Committee (VCAC) for Reappointment, Tenure, and Promotion. To expedite the review process and to the extent possible, the VCAC chair will move the dossier to the top of the list of dossiers to be reviewed. The VCAC reviews the dossier, votes, and writes a letter summarizing the candidate's qualifications. This letter should include evaluations of the candidate's teaching, research or creative work, and leadership and service, and indicate the votes for excellent, meritorious, and not meritorious in each category. The VCAC letter must specify the number of members present and the vote (yes-no-recusal-absent).
5. **Provost and Chancellor Review.** The Provost reviews the dossier and the VCAC's letter and makes a written recommendation to the Chancellor. The Chancellor then reviews the dossier and provost's recommendation. If the Chancellor supports the appointment, the appropriate materials are submitted to the President.
6. **President's Review.** If the President supports the recommendation, the materials are submitted to the Board of Regents for approval.

## F. ADDITIONAL REQUIRED DOCUMENTS

The Provost's Office adds the following information to the dossier:

1. The candidate summary, indicating the recommended action and the candidate's education and experience.
2. A letter from the Vice Chancellor's Advisory Committee and/or dean summarizing the candidate's qualifications for tenure.
3. A Personnel Recommendation Form. A complete record of the faculty vote for tenure (at each level). This form requires signatures from the Provost or Vice

Chancellor for Academic Affairs and the Chancellor assuring the Board of Regents that the candidate has gone through the proper tenure review process.

## Notes

1. Dates of official enactment and amendments:  
December 1, 2006: Approved  
July 1, 2010: Amended  
May 7, 2018: Modified  
July 1, 2019: Revised
2. History:  
May 7, 2018: Modified to reflect a Campus-wide effort to recast and revitalize various Campus policy sites into a standardized and more coherent set of chaptered policy statement organized around the several operational divisions of the university.  
July 1, 2019: Revised to implement new requirements under APS 1018 and to extend the hire with tenure process to the Anschutz Medical Campus. Dossier Checklist was also updated to clarify contents and responsibilities.
3. Initial Policy Effective Date: December 1, 2006
4. Cross References/Appendix:
  - [Regent Laws, Article 5: Faculty, 5.B.1: Appointment and Evaluation](#)
  - [Administrative Policy Statement 1018, Justification for Appointment with Tenure \(Outside Hire with Tenure\)](#)
  - [Administrative Policy Statement 1022, Standards, Processes and Procedures for Comprehensive Review, Tenure, Post-Tenure, Review and Promotion](#)

**Appendix A**  
**Hire with Tenure Appointment Dossier Checklist**  
**Faculty Hire with Tenure Dossier Checklist**

The primary unit must place this checklist in the front of the dossier, presented in a single three-ring binder.

Candidate's Name: \_\_\_\_\_

School/College: \_\_\_\_\_

Current Rank/Title: \_\_\_\_\_

Action: [ ] Tenure                      [ ] Promotion

The following items are to be completed by the school or college:

- \_\_\_\_\_ 1. Offer Letter
- \_\_\_\_\_ 2. Primary unit criteria for University of Colorado Denver primary unit
- \_\_\_\_\_ 3. Criteria for tenure and for promotion to associate professor and to professor at the candidate's current institution
- \_\_\_\_\_ 4. Current vitae
- \_\_\_\_\_ 5. Evidence of meritorious or excellent teaching
- \_\_\_\_\_ 6. Examples of meritorious or excellent research or creative works
- \_\_\_\_\_ 7. Evidence of meritorious or excellent service
- \_\_\_\_\_ 8. Primary unit letter
- \_\_\_\_\_ 9. First level review letter
- \_\_\_\_\_ 10. Dean's letter
- \_\_\_\_\_ 11. Letters of recommendation as appropriate to the situation (see section D.1.f)
  - \_\_\_\_\_ *Situation A*: Copy of the official letter granting the candidate tenure and/or promotion to his/her current rank at his/her current institution
  - \_\_\_\_\_ *Situation B*: Copy of the official letter granting the candidate tenure and/or promotion to his/her current rank at his/her current institution

Three external letters of evaluation for promotion to the rank of professor OR  
letters of recommendation for hire

\_\_\_\_\_ *Situation C*: Copy of the official letter granting the candidate tenure and/or  
promotion to his/her current rank at his/her current institution

\_\_\_\_\_ *Situation D*: Copy of the official letter granting the candidate his/her current  
rank at his/her current institution

AND

Three external letters of evaluation for the award of tenure

The following items are to be completed by the Provost's Office:

\_\_\_\_\_ 12. Campus VCAC letter

\_\_\_\_\_ 13. Provost's recommendation

\_\_\_\_\_ 14. Candidate Summary

\_\_\_\_\_ 15. Personnel Recommendation Form

\_\_\_\_\_ 16. Performance Ratings Template

I have reviewed this candidate's dossier and affirm that it is complete and is consistent with University policy.

Dean's Signature \_\_\_\_\_ Date \_\_\_\_\_

Appendix B  
Format of Letter from Chair or Dean to External Reviewer  
for Hire with Tenure and/or Promotion to Professor

Dear Colleague:

On behalf of the University of Colorado Denver (CU Denver), I am writing to ask you to serve as an external reviewer of the research/creative work of Dr./Mr./Ms. \_\_\_\_\_, who is being considered at this time for \_\_\_\_\_ (fill in the appropriate action: appointment with tenure and/or with promotion to the rank of professor).

Dr./Mr./Ms. is currently at \_\_\_\_\_ (name of college/university), with (tenure/no tenure) and the rank of \_\_\_\_\_. We are soliciting your evaluation of Dr./Mr./Ms. \_\_\_\_\_'s demonstrated research/creative work to date in relation to his/her request for (fill in the appropriate action: appointment with tenure and/or with promotion to the rank of professor).

The University of Colorado Denver is comprised of 13 schools and colleges offering 140 degree programs on two campuses, the Denver Campus and the Anschutz Medical Campus. The Denver Campus serves as the institution's comprehensive campus, while the Anschutz Medical Campus provides health sciences training in medicine, pharmacy, dentistry and nursing as well as many allied health professions. The Denver Campus serves more than 15,000 students offering undergraduate and master's degrees through the Schools and Colleges of Architecture and Planning, Arts & Media, Engineering, Design, and Computing, Liberal Arts and Sciences, Business, Education & Human Development, and Public Affairs. Doctoral degrees are offered in applied mathematics, civil engineering, health and behavioral sciences, educational leadership, urban and regional planning, and public affairs. Classes are offered during weekday and evening hours, on weekends, at off-campus sites, and online. The Denver Campus values teaching and research equally. CU Denver is expected to serve the complex higher education needs of its city, the region that depends on the city and, by extension, the rest of the world.

The University of Colorado Denver requires that the research/creative work of candidates for tenure and for promotion to professor be evaluated by scholars in the candidate's field of specialization. Although the substance of your evaluation will be summarized for Dr./Mr./Ms. \_\_\_\_\_, you and your institution will not be identified. Your candor in valuing Dr./Mr./Ms. \_\_\_\_\_'s research/creative work will be greatly appreciated.

(For *Situation B*, in which promotion to professor is requested): To be promoted to professor at the University of Colorado Denver, Dr./Mr./Ms./ \_\_\_\_\_ should have the terminal degree appropriate to their field or its equivalent, and (A) a record that, taken as a whole, is judged to be excellent; (B) a record of significant contribution to both graduate and undergraduate education, unless individual or departmental circumstances can be shown to require a stronger emphasis, or singular focus, on one or the other; and (C) a record, since receiving tenure and promotion to associate professor, that indicates substantial, significant, and continued growth, development, and accomplishment in teaching, research, scholarship or creative work, and service. Your evaluation is extremely valuable to us in making this assessment.

(For *Situation D*, in which tenure is requested): At the University of Colorado Denver, tenure



may be awarded only for demonstrated meritorious performance in each of teaching, research/creative work, and service, and demonstrated excellence in either teaching or research/creative work.

I have included a copy of Dr./Mr./Ms. \_\_\_\_\_'s current vitae, three examples of his/her research/creative work, and the primary unit criteria used to evaluate this work.

In evaluating Dr./Mr./Ms. \_\_\_\_\_'s research/creative work, please address each of the following points:

1. The nature of your acquaintance, if any, with Dr./Mr./Ms. \_\_\_\_\_ and your knowledge of and/or familiarity with his/her research/creative work prior to this request.
2. The quality and quantity of the research/creative work.
3. The main thrust(s) of the research/creative work and the impact of this research/creative work on this field.
4. The degree of creativity and originality of the research/creative work.
5. To what degree the research/creative work has evolved.
6. How Dr./Mr./Ms. \_\_\_\_\_'s research/creative work and productivity compare with others in this field at a similar point in their careers.

As Dr./Mr./Ms. \_\_\_\_\_ will be evaluated by faculty outside of her/his department who may be unfamiliar with your field or your academic credentials, please include a brief summary vitae with your evaluation.

If you have any questions concerning the review, please call me at the number listed below. We would appreciate receiving your evaluation no later than \_\_\_\_\_.

Thank you very much for your willingness to assist CU Denver in this important process.