Promotion and Tenure (P&T) – What’s Expected

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Workshop Outline

- University Regulations
- Role of Department Chair
- Role of Mentors
- Your Role and Responsibilities
Myths About P&T

- They don’t read it, they just count stuff…
- Just keep pushing material from your dissertation…
- Extension/engagement doesn't count, just research (and maybe some teaching)…. 
- Administrators want to deny tenure whenever they can …
- **Decision Outcomes**
Guiding Documents

- Promotion & Tenure procedures
- Administrative Regulations (AR) 2:1-1 procedures

These procedures are periodically revised to reflect recommendations of faculty committees and administrators for improving the effectiveness of the review process – Provost Memo
Guiding Documents

- Governing Regulations (GR) X-B.1.c Automatic Delay of Probationary Period
  - Procedures and form
    - Application

- [http://www.uky.edu/Provost/APFA/Promotion_Tenure/](http://www.uky.edu/Provost/APFA/Promotion_Tenure/)
Guiding Documents

- Performance Review
- Procedures and AR 3:10
Guiding Documents

- University-level criteria and evidences of activity based on your ‘title series’
- Department –
  - Developed policy statements describing discipline-level evidences for promotion and tenure

NEW!
Summary

- Standards for Promotion and Tenure
  - University, College and Department
- Department Review Processes
- College Level Review Processes
- University Level Review Processes
Process for P & T

You (Appointment DOE, Perf. Eval. Dossier)

Department Chair & Dept. Faculty

College

Univ. (AREA Committee → Provost)

President

Board of Trustees
The P&T Timeline– For You!

- We want YOU! To:
  - Build your case – 5 years
  - Work with department chair to prepare your dossier – typically in Fall of your 5\textsuperscript{th} year
  - Reviews -- during the next-to-last year of your probationary period
- Typically Dossiers due to Deans November
- Decisions – early May
Department Chairs
Responsibility…

- Clearly communicate departmental, college, and University standards to you – make transparent
- Assist you in identifying an academic mentor if needed
- Responsible for assembling the dossier
Role of Chair (Cont’d)

- Your Chair will
  - Give you feedback on regular reviews
  - Help you prepare your dossier
  - Follow university P&T guidelines
  - Assemble P&T dossier on your behalf
  - Consult with appropriate dept. faculty
  - Contact external evaluators
  - Submit P&T dossier on your behalf
Chairs Responsibility

...Mentor

- Structure work-life for success
  - Teaching assignment
  - Research assistance
  - Financial and resource support
  - Protection time
- Use fair informal and formal faculty reviews
- Meaningful annual review letters
Faculty Considerations in Year ONE

1st three months:

- Understand Distribution of Effort (DOE)
- What is DOE?
  - A UK metric to help you know what is expected of you in Teaching, Research and Service
- Examine DOE and discuss specific expectations related to percent effort for each area – within 4 weeks
- Submit a written plan of action for scholarship goals- within first 6 weeks
Faculty Considerations in Year ONE

- 1st three months:
  - Identify faculty with whom you are comfortable for mentorship
  - Identify internal scholarship support systems
  - Define your creative scholarship goals
Elements of Scholarship

- **Discovery**
  - Creating or formulating knowledge regarding a particular subject

- **Integration**
  - “What does it mean” -- Differs with discipline and area of study

- **Application**
  - How is this knowledge best utilized in my discipline?

- **Teaching**
  - Evaluation of teaching activities for peer-review
Evaluation of Scholarship

- Research and Scholarship
  - How will this be evaluated?
    - Grants/Source/Funding total
    - PI status-multiple PI’s and authors—Collaborative Interdisciplinary projects
    - Citations of work
    - General scholarly reputation subjectively viewed by external evaluators
Scholarship Plan of Action

- Identify deadlines for YOUR creative scholarship
  - Set up a realistic plan for submission
- Set a publication plan for year 1-
  - Consider Time required and value added
  - Look for collaborators
- Suggest possible mentors for Chair to facilitate collaborations
Evaluation of Scholarship

- Research and Scholarship
  - How will this be evaluated?
    - Quality of Scholarly Outlets
    - Journal Impact Factors (where applicable)
    - Authorship as applied to your discipline or area of study
    - Number of papers vs. Quality of Papers
    - Book presses'
Selecting a Mentor

- Available for regular consultations and review of progress
- Knowledgeable of promotion & tenure process for your discipline
- Comfortable communication
- Possible collaborator but not always necessary
Mentoring

“When you see a turtle on top of a fencepost, you know he didn’t get there alone”
Faculty Development: Year One

- Schedule meetings with a mentor – at least weekly or bi-monthly
- In May-June – review your progress in scholarship and obstacles encountered
- Design scholarship plan for upcoming year
  - Review with mentor
  - Submit to Chair
Faculty Development: Year Two

- **Teaching**
  - Collect evaluations and teaching examples for portfolio
  - Experiential teaching evaluations are very important and not automatic – find a system to track these if needed

- **Service**
  - Supporting documents or evaluations from service organization supervisor, colleague, programs, etc

- **Research**
  - Grant applications/grants funded when appropriate
  - Publications- authorship order (in some fields) and collaborators
  - Citations/Impact (as appropriate)
  - Other creative works

- Identify skill gaps and begin to build collaborations or propose a training plan to chair
Year 2

- Your progress will be reviewed by the Tenured Faculty
- A written report with recommendations will be provided
  - Listen and Follow
- Engage your mentor for advice
- *If you have been doing things not showing up on paper, it is definitely time to stop and re-examine your time/effort balance*
Senior Faculty Perspectives
You are (to be) the Best

- Discover what intrigues you the most so it can become a lifelong passion.
- You need to know more than anyone else about this area.
- Develop the necessary skills.
- Teach in your area of passion if possible, network with the experts in your field, think, publish, write grants.
Get a Mentor

- Set up a mentoring relationship.
- Se sure the mentor or several mentors (can be outside the institution) are THE experts.
- Make sure they are YOUR advocate and want to see you make it.
Work with Winners!

- In your area...who is the best.
- Do you need to get grants...work with funded researchers.
- Present your work at the best conferences.
Don’t Just Get on the Racetrack and Run

- Find people whom you admire both for their scholarship and how they handle their personal life.
- Take them out to lunch periodically. If this needs to happen away from here... Cincinnati, national meetings...do it.
- Step back, take a breath, pause, observe, strategize, think, plan.
Be sure your Chair is an Advocate and a Fan

- In large departments your Division Head may need to let the Chair know how great you are.
- But the CHAIR is the one who can tip the balance when it comes to up and out time.
Helpful but not Hurt

- Pitch in and help...know what side your bread is buttered on.
- It will pay off in the end as long as you don’t let it swallow you up.
- Do your duty, but be savvy.
Always Look for Clear Products at the End of the Day

- Productive academicians act decisively and quickly and
- Don’t Let Things sit Fallow
Let Your Mentors, Students & Patients Teach You

- Be observant and open
- This is why you are here...you love to learn and grow.
Summary Points

- Department chair is critical to preparation and mentoring
- Department faculty identified the evidences of achievement within the discipline
- Follow department, college and university regulations
- Annual reflection on your progress and areas to improve