



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

University of Kentucky

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# Workshop Outline

- Testimonials
- 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 teaching, somewhat)....
- The process is mysterious . . .
- Administrators want to deny tenure whenever they can ...
- Decision outcomes in recent past

## OUTCOME OF **PROVOST** DECISION ON PROMOTION & TENURE (2007-2012)

COLLEGE	FISCAL YEAR 2007-08		FISCAL YEAR 2008-09		FISCAL YEAR 2009-10		FISCAL YEAR 2010-11		FISCAL YEAR 2011-12	
	Considered/Not Approved <sup>o</sup>		Considered/Not Approved <sup>o</sup>		Considered/Not Approved <sup>o</sup>		Considered/Not Approved <sup>o</sup>		Considered/Not Approved <sup>o</sup>	
	P w/tenure	Promotion only	P w/tenure	Promotion only	P w/tenure	Promotion only	P w/tenure	Promotion only	P w/tenure	Promotion only
AGRICULTURE	10/1	7/0	5/1 (one T.O.)	9/0	6/0	7/0	5/1	3/0	12/0	6/0
ARTS & SCIENCES	7/0 (2 T.O.)	5/0	4/0	11/0	4/0	7/0	6/0	7/0	10/0	8/0
BUSINESS & ECONOMICS			1/0	1/0	1/0		2/0	4/0		3/0
COMMUNICATIONS & INFO	1/0		1/0	1/0	5/1		4/1	2/0	6/2	2/0
DENTISTRY	1/0		2/0	1/0		1/0	1/0	1/0		2/0
DESIGN			1/0							
EDUCATION	2/0		2/0 (one T.O.)	4/0	6/0	1/0	4/1	2/0	4/0	
ENGINEERING	1/0 (1 T.O.)	6/0	3/0	1/0	4/0	3/0	2/0	5/0	6/1	3/0
FINE ARTS	3/0	3/0		2/0	2/0		2/0	2/0	2/0	2/0
GRADUATE SCHOOL		1/0				1/0				1/0
HEALTH SCIENCES	1/0		1/0		1/0		1/0	1/0		2/0
LAW	2/0			1/0	1/0		1/0		2/0	2/0
LIBRARIES		1/0	2/0		1/0	1/0	1/0	4/0	1/0	2/0
MEDICINE	12/1 (2 T.O.)	18/0	11/0	17/0	16/0 (three T.O.)	15/0	13/0 (four T.O.)	17/0	10/0	32/0
NURSING		1/0		1/0		1/0		2/0	1/0	2/0
PHARMACY	2/1		1/0		2/1			2/0	1/0	2/0
PUBLIC HEALTH	1/0	1/0	1/0	1/0		1/0	4/3	1/0	3/2	1/0
SOCIAL WORK		1/0	2/0				3/0	2/0	3/0	2/0
<b>SUB-TOTAL:</b>	<b>43/3 (7%)</b>	<b>44/0 (0%)</b>	<b>37/1 (3%)</b>	<b>49/0 (0%)</b>	<b>49/2 (4%)</b>	<b>38/0 (0%)</b>	<b>49/6 (12%)</b>	<b>55/0 (0%)</b>	<b>61/5 (8%)</b>	<b>72/0 (0%)</b>
<b>GRAND TOTAL:</b>	<b>87/3** (3%)</b>		<b>86/1** (1%)</b>		<b>87/2** (2%)</b>		<b>104/6** (6%)</b>		<b>133/5** (4%)</b>	
	* T.O. (Tenure only)		* T.O. (Tenure only)		* T.O. (Tenure only)		* T.O. (Tenure only)		* T.O. (Tenure only)	
	**Decisions through June 30, 2008		**Decisions through June 30, 2009		**Decisions through June 30, 2010		**Decisions through June 30, 2011		**Decisions through June 30, 2012	

<sup>o</sup> For each set of numbers separated by " / ", the left side denotes "Considered" and the right "Not a

**PROMOTION & TENURE CASE DECISIONS ACROSS ALL LEVELS BY COLLEGE 2011-12 (Total Cases = 133)**

College	Dept Faculty		Chair		College Committee		Dean		Area Committee		Provost	
	Reviewed/Disapproved P w /tenure	Promotion only	Reviewed/Disapproved P w /tenure	Promotion only	Reviewed/Disapproved P w /tenure	Promotion only	Reviewed/Disapproved P w /tenure	Promotion only	Reviewed/Disapproved P w /tenure	Promotion only	Reviewed/Disapproved P w /tenure	Promotion only
AGRICULTURE	12/0	6/0	12/0	6/0	12/0	6/0 (1 split vot	12/0	6/0	12/0	6/1	12/0	6/0
ARTS & SCIENCES	10/0	8/0	10/0	8/0	10/0	8/0	10/0	8/0	10/0	8/0	10/0	8/0
BUSINESS & ECONOMICS		3/0		3/0		3/0		3/0		2/0 *		3/0
COMMUNICATIONS & INFO	6/1	2/0	6/2	2/0	6/1	2/0	6/1	2/0	6/2	2/0	6/2	2/0
DENTISTRY		2/0		2/0		2/0		2/0		2/0		2/0
EDUCATION	4/0		4/0		4/1		4/0		4/1		4/0	
ENGINEERING	6/1	3/0	6/1	3/0	6/1	3/0	6/0	3/0	6/1	3/0	6/1	3/0
FINE ARTS	2/0	2/0	2/0	2/0	2/0	2/0	2/0	2/0	2/0	2/0	2/0	2/0
GRADUATE SCHOOL		1/0		1/0		N/A		1/0		1/0		1/0
HEALTH SCIENCES		2/0		2/0		2/0		2/0		1/0 *		2/0
LAW	2/0	2/0	N/A	N/A	2/0	2/0	2/0	2/0	N/A	N/A	2/0	2/0
LIBRARIES	1/0	2/0	1/0	2/0	1/0	2/0	1/0	2/0	1/0	2/0	1/0	2/0
MEDICINE	10/0	32/0	10/0	32/0	10/0	32/0	10/0	32/0	10/1	32/1	10/0	32/0
NURSING	1/0	2/0	N/A	N/A	1/0	2/0	1/0	2/0	1/0	1/0 *	1/0	2/0
PHARMACY	1/0	2/0	1/0	2/0	1/0	2/0	1/0	2/0	1/1	2/0	1/0	2/0
PUBLIC HEALTH	3/1	1/0	3/1	1/0	3/2	1/0	3/2	1/0	3/2	1/0	3/2	1/0
SOCIAL WORK	3/0	2/0	N/A	N/A	3/0	2/0	3/0	2/0	3/0	2/0	3/0	2/0

\* had 1 Sr. Lecturer promotion (Area Comm do not review)

Decisions through June 30, 2012



# 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

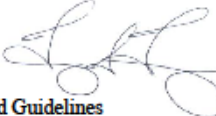


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#### MEMORANDUM

To: Academic Area Advisory Committee Members

From: Timothy S. Tracy  
Interim Provost 

Subject: Policies, Practices and Guidelines

Date: September 28, 2012

Thank you for your willingness to serve on one of the University academic area advisory committees. These advisory committees provide advice to the Provost on matters involving promotions and/or the granting of tenure.

Our regulations state that the Provost shall *require* a written evaluation from the appropriate academic area advisory committee for all cases in which the individual under review has not received the near-unanimous support from all lower-level reviewers (external letter writers, unit faculty and educational unit administrator, college advisory committee and dean). Opinions that argue against the granting of tenure, and the decisions that may follow from the gravity of those opinions, are among the most difficult judgments we are called upon to make. Timely and thoughtful advice from advisory committees is invaluable. An advisory committee may *elect* to submit a written evaluation on a case for which an evaluation is not required.

I welcome academic area advisory committee evaluations on any case. However, I most appreciate advisory committee judgments in cases that lack a clear consensus among reviewers internal to a college and external to the University. Ultimately, the University's achievements and national stature will be determined by the quality of its faculty, and the guidance provided by advisory committees serves the long-term interests of departments and colleges that seek to deliver quality educational and research programs and thereby further elevate the stature of the University.

As you undertake this important assignment, your work should be guided by the following considerations.



# 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





# 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



# 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<sup>th</sup> year
  - Reviews -- during the next-to-last year of your probationary period
- Typically Dossiers due to Deans in November
- Decisions – early May



# Department Chair's 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/should
  - 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



# Chair's 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
- Establish cadre of high-caliber students with whom to work and mentor



# 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 editorships, authorships, reviews, etc.



# Selecting a Mentor

- Available for regular consultations and review of progress
- Knowledgeable of promotion & tenure process for your discipline
- Comfortable, honest communication
- Possible collaborator, but not always necessary
- Best if here at UK, but not absolutely essential

# 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 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.



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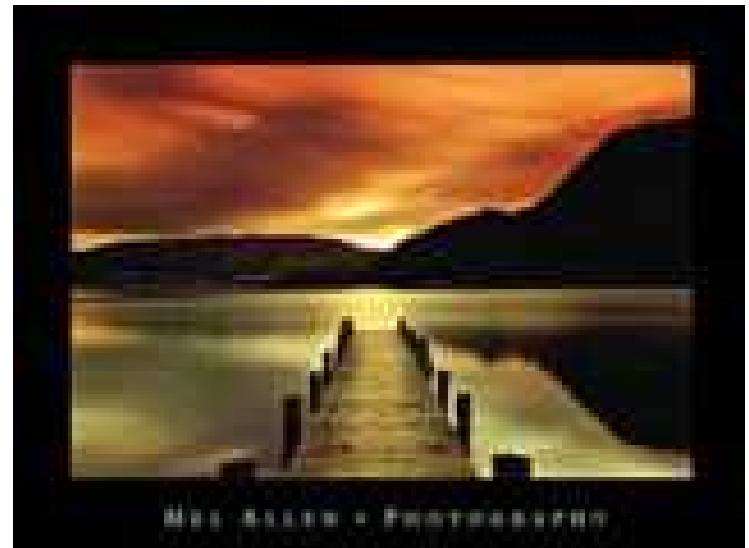
# ● Helpful but not Hurt

- 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



# Workshop Outline

- Testimonials
- University Regulations
- Role of Department Chair
- Role of Mentors
- Your Role and Responsibilities

