



# 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

- When I was appointed....
- 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 ...
- Public believes faculty don't work hard once they are tenured....

# Guiding Documents

- Promotion & Tenure procedures
- Administrative Regulations (AR) 2:1-1 procedures
- Annual Provost Memorandum for P & T process— Provost Memo
- Governing Regulations (GR) X-B.1.c Automatic Delay of Probationary Period
  - Procedures and form Application

# Other Guiding Documents

- Performance Review
  - Procedures and AR II-1.0-5
  - Promotion & Tenure
- University-level criteria and evidences of activity based on your 'title series'
- Department
  - Statements describing discipline-level criteria and indicators for promotion and tenure
- Office of Associate Provost for Faculty Affairs:
  - [http://www.uky.edu/Provost/APFA/Promotion\\_Tenure/](http://www.uky.edu/Provost/APFA/Promotion_Tenure/)



# Process & Timeline: 201x

- Fall 2010 to Summer 2015 – Build your case
- Summer 2015 – Final dossier due to Chair/Director
- Fall 2015 – Department review and voting
- December 2015 – College Committee and Dean review
- January 2016 – University AREA Committee
- April 2016 – Provost review
- May 2016 – President review
- June 2016 Board of Trustees approves

# Guiding Documents



- Your responsibility:
- Become familiar with the checklists, policies, procedures and timeline
- Start Early

# Chairs Responsibility...

- Clearly communicate departmental, college, and University standards to you – make transparent
- 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



# Role of Chair in P&T

- 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

# Mentoring

- “When you see a turtle on top of a fencepost, you know he didn’t get there alone”



# Seek Mentors

- Find official or unofficial mentors
- Look for well-respected senior colleagues
- Share your ups and downs, your successful and unsuccessful efforts
- Comfortable communication
- Possible collaborator but not always necessary

# Faculty Activities in Year ONE

- Define your creative scholarship goals
- Design scholarship plan that will allow you to have results within 4 years
  - Aim for specific # publications and how to get there
  - Review with mentor
  - Submit to Chair

# Your Role: Year One

- 1st three months:
  - Understand Your Distribution of Effort (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

# Your Role: Year One

- Schedule meetings with a mentor – at least weekly or bi-monthly
- Submit a written plan of action for scholarship goals- within first 6 weeks
- Identify internal scholarship support systems
- Periodically review your progress in scholarship and obstacles encountered

# Years Two-Five

- Grantsmanship
  - If you don't succeed, keep trying
  - Persistence
- Publications and Creative Works
  - Peer review is critical
  - Write early – Write Often – Rewrite
  - Where you publish matters!
  - Don't let other deadlines keep you from writing and submitting articles or proposals

# Research - Common Pitfalls

- Co-PI instead of a PI on too many grants/contracts
- Many authors on a publication and your role is not clear
- Still publishing with PhD advisor
- Manuscripts were all published within last year
- Research not recognized nationally



# Research - Avoid Pitfalls

- Establish a research program independent of your PhD work
- Serve as PI
- Serve as lead author
- Choose projects strategically
- Mentor students (especially graduate students)

# Research: How will your scholarly work be evaluated?

- How will this be evaluated?
  - Grants/Source/Funding total
  - PI status-multiple PI's and authors—  
Collaborative Interdisciplinary projects
  - General scholarly reputation subjectively  
viewed by external evaluators
- Nationally competitive funding

# Research: How will your scholarly work be evaluated?

- How many journal articles?
  - **Quality**
    - Top Tier          Gold Standard Benchmarks
  - Journal Impact Factors (where applicable)
  - Authorship as applied to your discipline or area of study
  - Book presses'
  - Citations of work

# Teaching - Common Pitfalls

- Low teaching evaluations
- Comments from students not supportive
- Has not taught enough courses
- Teaching does not reflect DOE

# Teaching – Avoid Pitfalls

- Teaching at UK is important and is taken seriously
- Work with Chair or university resources to improve
- Seek peer evaluation of your teaching
  - Periodically throughout the years
  - Seek senior faculty and/or chair observation and review of classes/ materials

# Service - Pitfalls

- Does not participate in the department activities
- Difficult to work with
- Very little or no professional service
- Administrative duties too early in career

# Service – Avoid Pitfalls

- Be a team player in the department
- Get involved in professional service
  - Manuscript reviewer
  - Professional meetings
  - Delay administrative positions until promoted

# How can you help assure your success?

- Talk to P&T committee chair in your department
- Listen to chair and mentors
- Attend P&T workshops
- Prepare a concise, neat, well-organized packet that makes it easy for the reviewer to find support that you have met criteria



# How can you help assure your success?

- Proactively arrange your documentation for your dossier (strategic pack rat)
- Review your annual evaluation and tenure reviews carefully and make changes
- Heed the advice!
- Don't wait until the last minute to prepare

# Hints about Dossier

- Be selective – dossier is not a ‘dumpster’
- Organize the material
- Be mindful of the reader
- Sell yourself
- Make a compelling case explaining what you’ve done and why its significant

# Summary Points

- Department chair is critical to preparation and mentoring
- Department faculty identified the evidences of achievement within the discipline – review and know these
- Follow all policies, processes, regulations
- Regularly reflect on your progress and areas to improve -- DO IT!!

