



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/

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

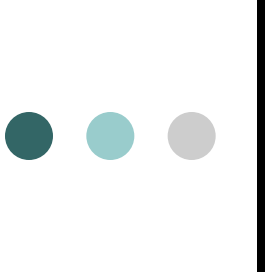
Process for P & T



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 5th 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.



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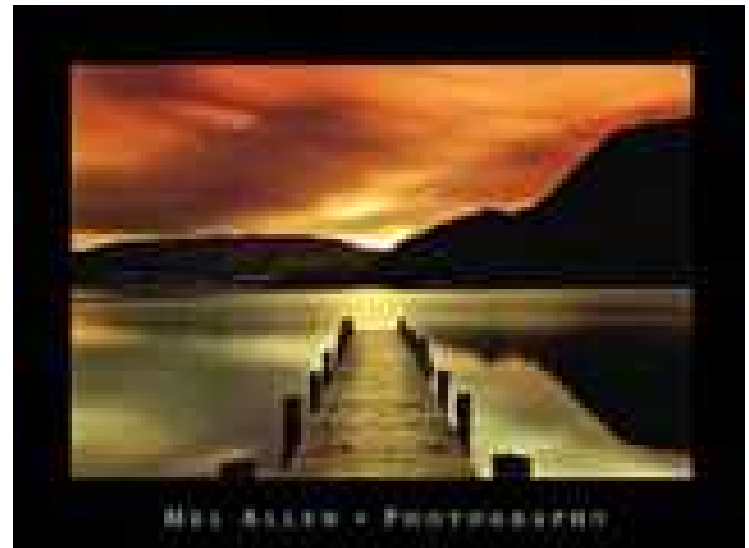
● Helpful but not Hurt

- 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

