

Notes from “Demystifying the P&T Process”

Spring 2008

Typical Tenure Progression

- Recent tenure guidelines require a peer teaching review each year. Some departments are better at this than others. Take the initiative by asking a senior member to sit in on your class.
- Annual reviews of untenured faculty should occur in the dept, and you should get some feedback in writing from that review.
- The third-year review is a more elaborate review. The possible decisions from that review are:
 - Has performed well and should be considered for P&T before time-bound year. *This is rare and should be considered only if you have been unusually productive.*
 - Developing satisfactorily but more time needed for a judgment on P&T. *This is the most common one.*
 - Development is below the standard and goal for improvement by following January is set. Employment contract beyond fourth year is contingent upon meeting the goal.
 - Development is unsatisfactory. The faculty member’s fourth year will be the last.
- The final review and vote will take place in the fall of the 7th (timebound) year
 - unless a person chooses to go for early promotion/tenure
 - Can go beyond 7th year if person had taken a leave of absence

Processing and Timing Issues at the Departmental Level

- Candidate selects to go up or nomination by another – usually by mid-March of 6th year.
- Chair or designate assembles dossier. May seek candidate’s input for some items.
- Random selection of student letters. (Candidate does not see these letters.)
- Must include IAS scores in template. (It is suggested that candidate keep track of these him- or herself all along.)
- Candidate writes teaching and research statements.
- Dossier must include 5 external reviewers. (Candidate may have some input on potential reviewers, but candidate does not see these letters.)
- For co-authored publications, secure letters from co-authors explaining your contribution.

- Tenured faculty or Dept P & T Committee review dossier. Each member writes letter by early September. This constitutes the official vote. (Candidate might not see these letters.)
- Chair writes a letter of evaluation including departmental vote by October.

Processing and Timing Issues at the College/Area/School Level

- Department chair meets with College or Area (“Local”) Promotion and Tenure Committee to discuss the case.
- Local committee votes whether or not to recommend P&T (simple majority rules).
- Chair of College P & T Committee writes a letter explaining the vote. This goes in the dossier.
- If local committee votes not to recommend P & T, it must provide the candidate a reasonable explanation of its action. The Dean (or Department Chair) is required to inform the candidate of the basis for the vote.
- If not time bound, individual may withdraw.
- If candidate continues, the dossier is sent to the Dean, who will add a summary and make a recommendation to the University P&T Committee by mid-November.

Processing and Timing Issues at the University Level

- Chair of College/Area Committee serves on University P&T Committee, which meets in early December.
- Dean and department chair are present to discuss and answer questions.
- After Dean and Chair leave, Committee discusses case and votes. Vote not announced during meeting.
- Vice Provost prepares summary of main points and vote tally for the Provost
- Provost reviews and makes an independent judgment
- President makes final decision

Guidelines for Success

- Departmental Guidelines/Criteria for tenure are critical and must be followed.
- 40-45% of decision depends about scholarship/research activity

- Different for each department
 - Acceptance rate of peer-reviewed journals and citations are important
 - Monographs, books, grants *may* be required
- 40-45% of decision depends on teaching
 - Comparison chart of student evaluations with dept. and college needed
 - Peer review teaching letters
- 10-20% depends upon level of service
 - Typically department level service when going to Associate

Teaching:

Excellence in teaching can be signified by a number of indications: presenting subject matter with the clarity that arises from a deepening grasp of the central facts and their vital interplay; exhibiting enthusiastic commitment to seeking, possessing, and sharing knowledge; bringing subject matter, when appropriate, to bear on the human situation; consciously creating the atmosphere that will draw students on to development and use of their powers of invention and discovery; creating the desire in students for further education.

Research/Scholarship

Beyond advanced degrees earned, there must be other evidence of scholarship, such as: published research or creative works of quality, significant research in new areas and methods, professional recognition, direction of and significant participation in research and in scholarly symposia, and being at home in the scholarly publications of one's field.

Service

Active involvement in learned societies in the field of one's competence.

Initiative and responsibility in achieving the objectives of the department, college or school, and the University; service on college or University committees or active participation in special academic projects.

Personal Criteria

Character and personality which assure a contribution to the missions of the University.

A respectful attitude toward the religious beliefs of others.

Observance of the rule of law as the basis of constitutional government, and the fundamental human and political rights of others.

Specific University Definition for Promotion to Associate

- Possession of **earned doctorate or other appropriate** professional degree or qualification.
- (b) Normally, **seven years** of college teaching or other appropriate professional experience; or **college teaching with earned doctorate for four years**.
- (c) Evidence of increased effectiveness in teaching; in situations where those holding this rank must direct graduate work and research, suitability for direction of such work.
- (d) Evidence of advancing scholarship, according to Section 302.02(1)(b) of the General Criteria for Appointment and Promotion.
- (e) Initiative and sense of responsibility in achieving the objectives of the department, college or school, and the University; **service on department, college and University committees**.
- (f) Possession of those qualities indicated in Section 302.02(2) of the General Criteria for Appointment and Promotion.

The Role of the P&T Committees

- Local/Area/School/College Committees **do not** establish criteria for P & T. This should be done at the dept level. The main message to tenure track candidates is to communicate with your dept chairs.
- The role of these committees is to ensure that departments conscientiously apply their explicit criteria to the case under consideration. So make sure your dept states clearly to you what those criteria are. They are never exact, but you should have a general idea.

Helpful Suggestions

- Engage in one or more mentoring relationships with a seasoned faculty member
- Understand your departmental guidelines and standards
- Get feedback from the department chair
- Get to know the Office of Research and Sponsored Programs
- Apply for Summer Faculty Fellowships and Regular Research Grants
- Apply for Faculty Development Program
- Utilize resources of Center for Teaching and Learning

Pitfalls to Avoid

- Undue involvement in service activities or administrative responsibilities

- Poor teaching performance without steps to remediate
- The publication starburst effect. (Develop a planned program of research and work steadily.)

Key Documents to which you can refer

- Provost's Annual Memo: "**Guidelines for the Faculty Promotion and Tenure Process**" (These are usually issued each summer.)

See Provost's Website: <http://www.marquette.edu/provost/index.shtml#forms>

- Departmental Guidelines for Promotion and Tenure (Each dept should have these in writing. If not, discuss this with your chair.)
- **Faculty Handbook Statutes on Faculty Appointment, Promotion and Tenure**
 - Chapters 301, 302, 303, and 304
 - <http://www.marquette.edu/provost/facultyhandbook.shtml>