



P&T Reform Recommendations

Presentation to the Senate

March 31, 2008



2006-07 P&T Reform Committee Charge

- *“Review our promotion and tenure processes, and to recommend clarifications and revisions in these processes, to the extent that such revisions are needed.”*
- Specific Topics for Consideration
 - Interdisciplinary Scholarship
 - Translational Research
 - Engagement & Outreach Activities
 - Clarity & Transparency of Process & Supporting Documents
 - Appeals
 - Should we undertake a campus-wide discussion of the issue of what is the appropriate duration of the tenure probationary period?



P&T Reform Committee Membership

- **William Berry**, Advertising, Office of the Chancellor
- **Clifton Brown**, Accountancy
- **Andreas Cangellaris**, Electrical & Comp. Eng, Provost's Office (*Chair*)
- **Dennis Campion**, Animal Sciences, Cooperative Extension
- **Timothy Cole**, Library
- **Jonathan Dantzig**, Mechanical Science & Engineering
- **Elizabeth Delacruz**, Art & Design
- **Lizanne Destefano**, Educational Psychology
- **Ann Johnson**, Vet Clinical Medicine
- **Janet Keller**, Anthropology
- **Feniosky Pena-Mora**, Civil and Environ. Eng., Provost's Office
- **Karl Rosengren**, Psychology, Kinesiology & Community Health
- **Mark Steinberg**, History
- **Deborah Thurston**, Industrial & Enterprise Systems Engineering
- **Ruth Watkins**, Speech and Hearing Science, Provost's Office
- **Richard Wheeler**, English, Provost's Office

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Process Followed

- **Campus-wide input through:**
 - Questionnaires
 - Unit Executive Officers; Unit & College P&T Committees
 - Selected faculty undergoing third-year review or tenure consideration
 - Meetings with:
 - Faculty Advisory Committee
 - Teaching Advancement Board
 - Prof. R. Rich, Chair of the 2004 Ad Hoc Committee for Evaluating Public Service for Promotion and Tenure, and Prof. M. H. Hirschi (on Outreach & Engagement)
 - Dean Schwartz, College of Medicine, and Dean Whiteley, College of Veterinary Medicine (on Translational Research)
- **P&T Reform Committee Report**
 - Submitted to the Provost on July 2007

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P&T Reform Implementation Committee

Charge:

“...to continue last year’s activities by the P&T Reform Committee toward the discussion of the Committee’s key recommendations with the campus and their subsequent implementations.”

Membership

- **Clifton Brown**, Accountancy
- **Andreas Cangellaris**, Electrical & Comp. Eng., Provost’s Office (*Chair*)
- **Dennis Champion**, Animal Sciences, Cooperative Extension
- **Jonathan Dantzig**, Mechanical Science & Engineering
- **Mary Ann Lila**, Natural Resources & Environ. Sciences
- **Nancy Makri**, Chemistry
- **Feniosky Pena-Mora**, Civil and Environ. Eng., Provost’s Office
- **Karl Rosengren**, Psychology, Kinesiology & Community Health
- **Ruth Watkins**, Speech and Hearing Science, Provost’s Office
- **Richard Wheeler**, English, Provost’s Office

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Relevant Provost’s Communications

- **Comm. #9:** Promotion & Tenure
- **Comm. #10:** Guidelines & Procedures for Notice of Non-reappointment for Non-tenured Faculty Members
- **Comm. #13:** Review of Faculty in Year Three of the Probationary Period
- **Comm. #16:** Policy of Interruptions of the Probationary Period
- **Comm. #21:** Annual Faculty Review
- **Comm. #23:** Appointment & Review of Faculty Members with Budgeted Joint Appointments

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Interdisciplinary Research

- *“Do our present P&T processes adequately address the range of interdisciplinary work that is emerging and valued on our campus?”*
- Recommendations
 - Enhancements to Comm. #23
 - **Insert language on mentorship and evaluation of faculty pursuing IDR**
 - **Examples of problems associated with IDR and possible, appropriate solutions**
 - Changes to Comm. #9 to enable effective evaluation of interdisciplinary scholarship
 - **Flexibility in identifying appropriate outside letter writers**
 - **Give consideration to complementing dossier with internal letters from experts in pertinent disciplines outside the candidate’s department.**

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Translational Research

- *“Do our present P&T processes allow full and fair consideration of the scholarly contributions that are made through translational research?”*
- Recommendations
 - Units should develop specific definitions of translational research as it relates to individual disciplines
 - **A campus wide definition, broad enough to be usable across diverse disciplines and forms of research and scholarship**
 - Changes to Comm. #9
 - **Explicit reference to the importance of documenting & evaluating translational research**
 - **Flexibility in identifying peer institutions for outside letter writers**
 - **Give consideration to complementing dossier with internal letters from experts in pertinent disciplines outside the candidate’s department**

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Outreach & Engagement

- *“Do our present P&T processes effectively incorporate engagement and outreach contributions? Do our processes convey the appropriate balance of emphasis on engagement activities?”*
- **Recommendations**
 - Changes to Comm. #9
 - **Documentation of scholarship through outreach & public engagement to be done with the same rigor used for research and teaching**
 - Faculty Senate to consider and ultimately adopt the revised *“Faculty Guide for Relating Public Engagement to the Promotion and Tenure Review Process”*
 - Units with faculty members with significant involvement in public engagement activities will develop policies and procedures for support and evaluation of such activities

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P&T Process (1)

- *“Give thorough consideration to whether the overall document that supports our tenure and promotion processes is clear and transparent, and whether the established timelines are appropriate and meet campus needs (Provost’s Communication #9).*
 - *Please recommend changes that you feel would improve the clarity of this document.*
 - *One issue on which I would like your input is the procedure that is in place for handling appeals.”*

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P&T Process (2)

- Recommendations
 - *Make clear the fact that **Year Three Review** is mandatory*
 - **Criteria for early promotion:** *Change language in Comm. # 9 from “...it requires evidence of truly outstanding and unusual potential,” to “...it requires clear evidence of accomplishments commensurate with sixth year promotion standards.”*
 - **Faculty development:** Development of a document on faculty development to include both mentorship and evaluation
 - **Comm. #13 and #21 would become part of this document**
 - **Outside Letters:** External evaluators to be provided with explanation of the nature of the candidate’s appointment (“Q” appointment, IDR, translational research, outreach & engagement, etc.)
 - **Example letters in Supplement to Comm.#9**

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P&T Process (3)

- Recommendations
 - **Evaluation of Teaching:** (Change of language in Comm. #9)
 - Units to augment the required elements of evaluation with results from additional methods of evaluation
 - **Each unit shall have a written procedure for such additional evaluation that has been approved at the next highest administrative level**

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P&T Process – Handling Appeals (1)

- *How should an appeal at the department level be handled?*

Recommendations:

- Each unit will have a published procedure for how appeals will be handled
 - **The Provost should develop a supplement to Comm. #10 that includes examples of such procedures for units to examine as they develop their own**
- The procedure recently added in Comm. #10 (p. 7, bottom) for handling appeals at the Unit level should be given time to be tested
- A document modeled after Communication 10 should be developed to describe how denials of promotion to tenured faculty should be handled at the department level

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P&T Process – Handling Appeals (2)

- *Should there be a uniform standard for forming appeal committees at the higher unit level?*

Recommendation:

- Each College must have a written procedure for forming such review committees, approved by the Provost.
- Use a flowchart to improve the clarity of the language in the section “*Procedures are Determined to be Adequate*” in Comm. #10

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P&T Process – Handling Appeals (3)

- *What are the faculty member rights with regard to access to documentation used for promotion and tenure review in the case of non-reappointment?*
 - Comment: This is addressed in Comm. #9 (1st paragraph in *Confidentiality* section)

Recommendation

- Insert this paragraph in Comm. #10 under Section “*Faculty Member Responds to Written Notification; Requests Reconsideration*”
- Insert additional clarification language as follows:
 - “Faculty is given access to the following records:
 - Cover sheet with recorded votes; no information is provided of the identity of the voters.
 - Departmental evaluations of teaching, research, service and potential, as well as the Unit’s Executive Officer’s statement, all with any comments, quotes or paraphrased material from external evaluators removed.”

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Length of the Tenure Probationary Period

- *“Reflect on the broad issue of the appropriate duration of tenure probationary period,” and make a recommendation “whether it would be appropriate to undertake a campus review of this large and complex matter.”*
 - Comments:
 - The importance of tenure clock figured into nearly all the Committee’s deliberations
 - The Committee did not encounter sufficiently strong reasons to recommend a campus review of this matter

Recommendation:

- Address this issue through a careful review of Comm. #16: *Policy on Interruptions of the Probationary Period (Tenure Code Rollbacks)*

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