

Demystifying the Promotion and Tenure Process

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Objectives

1. Describe resources and procedures for achieving promotion and tenure at ETSU
2. Develop a successful promotion and tenure application
3. Design effective approaches to fostering successful promotion and tenure candidates within departments

US Medical School Faculty, 2021 - AAMC

Rank	Total
Professor	39,658 (20.7%)
Associate Professor	39,346 (20.5%)
Assistant Professor	90,587 (47.3%)
Instructor	17,372 (9.1%)
Other	4,549 (2.4%)
Total	191,512

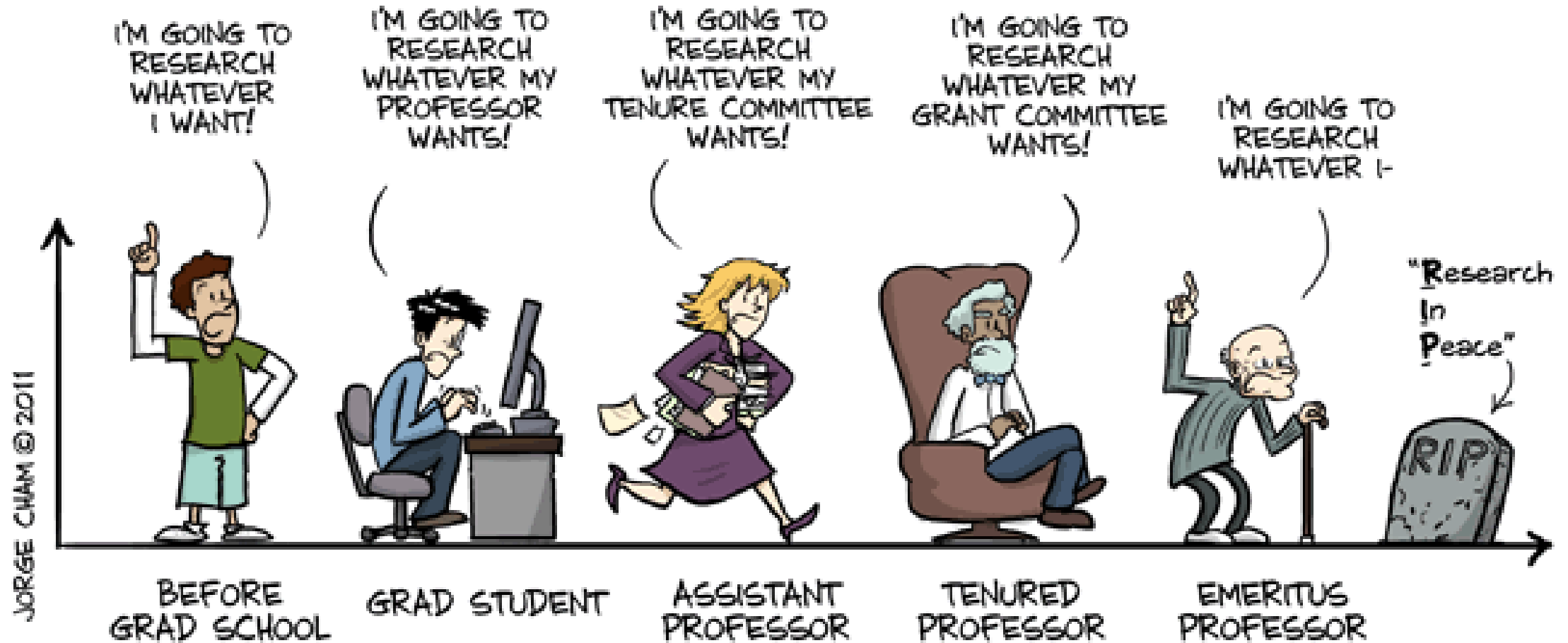
Since 1984, the overall percentage of tenured or tenure-eligible clinical M.D. faculty has dropped from 59.6 percent to 32.9 percent – 2010 Analysis in Brief

2021 AAMC

Equity, Diversity, & Inclusion | AAMC

- Gender, racial, and ethnic diversity among medical school applicants and graduates continues to grow, with the percentage of women now surpassing men, however less of an increase has been seen among Black or African Americans individuals.
- Overall, 58.6% of medical school faculty are Male; 72.3% of Full Professors are Male
- Overall, 62.3% of medical school faculty are White, 21.0% are Asian, 5.90% are Hispanic, 3.78% are Black, 3.73% Unknown, 2.11% Multiple Race/Ethnicity, 0.154% American Indian/Alaskan Native, 0.0841% Native Hawaiian/Pacific Islander
- There continues to be under representation of certain racial and ethnic groups and women in medical school faculty positions.

THE EVOLUTION OF INTELLECTUAL FREEDOM



Promotion at ETSU

Promotion, Board of Trustees, 2017

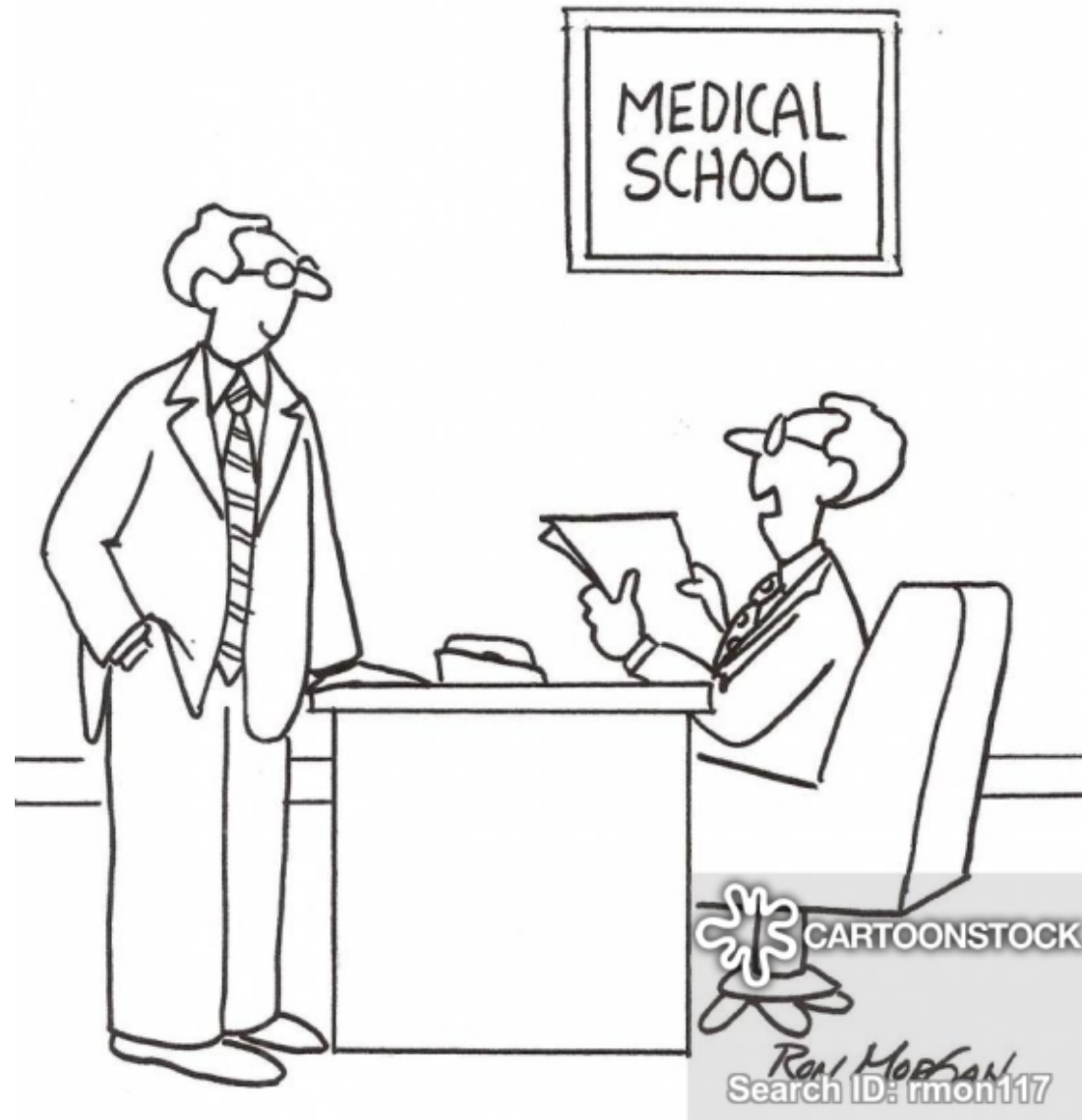
- May apply for promotion to associate professor after having completed **five full years** in the rank of assistant professor.
- May apply for promotion to professor after having completed **five full years** in the rank of associate professor.
- Exceptions may be made by the President under special circumstances. Requests should be initiated with the department chair.

Promotion, Board of Trustees, 2017

- Candidates must meet approved departmental, college, and school criteria for achievement in **each of the three areas** of teaching; research, scholarly/creative activities, and service.
- Successful candidates for promotion should achieve an **Excellent rating in two** categories, and a **Good rating in one** category.
- An Excellent rating is **expected in the category of greatest time allocation.**

Promotion, Board of Trustees, 2017

- It is generally accepted that attaining the standard of excellence in teaching is irrespective of the time commitment.



"I can't read a word of this essay of yours. Excellent work."

Associate Professor

(a) High quality professional **productivity** which **may lead to national recognition** in the academic discipline,
or

(b) High quality professional productivity that is **consonant with the goals of the university and of the academic unit** to which the faculty member belongs.

Professor

- a) **Sustained** high quality professional **productivity** and **national recognition** in the academic discipline, or
- b) **Sustained** high quality professional productivity in the academic discipline that is **consonant with the goals of the university and of the academic unit** to which the faculty member belongs.

Where to find policies, procedures, and departmental criteria?

- Faculty Handbook
 - Section 2: Employment
 - College and Department Tenure and Promotion Criteria

<https://www.etsu.edu/senate/facultyhandbook/>

Timeline for Submission and Review

- **May 1:** List of eligible candidates released
- **May 15:** Chair notifies eligible candidates
- **July 15:** Eligible candidates notify chair of intent to apply
- **Aug 15-Sept 15:** Applications may be uploaded to ProTenure
- **Oct 7:** Department Committee enters votes and report
- **Oct 15:** Chair enters recommendation and statement
- **Dec 15:** College Committee enters votes and report
- **Feb 1:** Dean enters recommendation and statement
- **Mar 1 – Apr 1:** VP & President enters recommendation and statement
- **Jul 15:** Official Notice of BOT decision uploaded

Protenure.etsu.edu

- Narrative Statement (form)
- Supporting Documents
 - Evidence of accomplishments
 - Annual reviews - *helps to document % FTE in each area
 - Letters of support (external review may be required by department)
- Curriculum Vitae
- Student assessment of instruction
- Course load (uploaded by chair)
- Peer evaluation of teaching (uploaded by chair)

Watermark Faculty Success at ETSU

- All faculty will use Watermark Faculty Success for P&T in 2023
- Only faculty in the College of Nursing are using Watermark Faculty Success for P&T in 2022

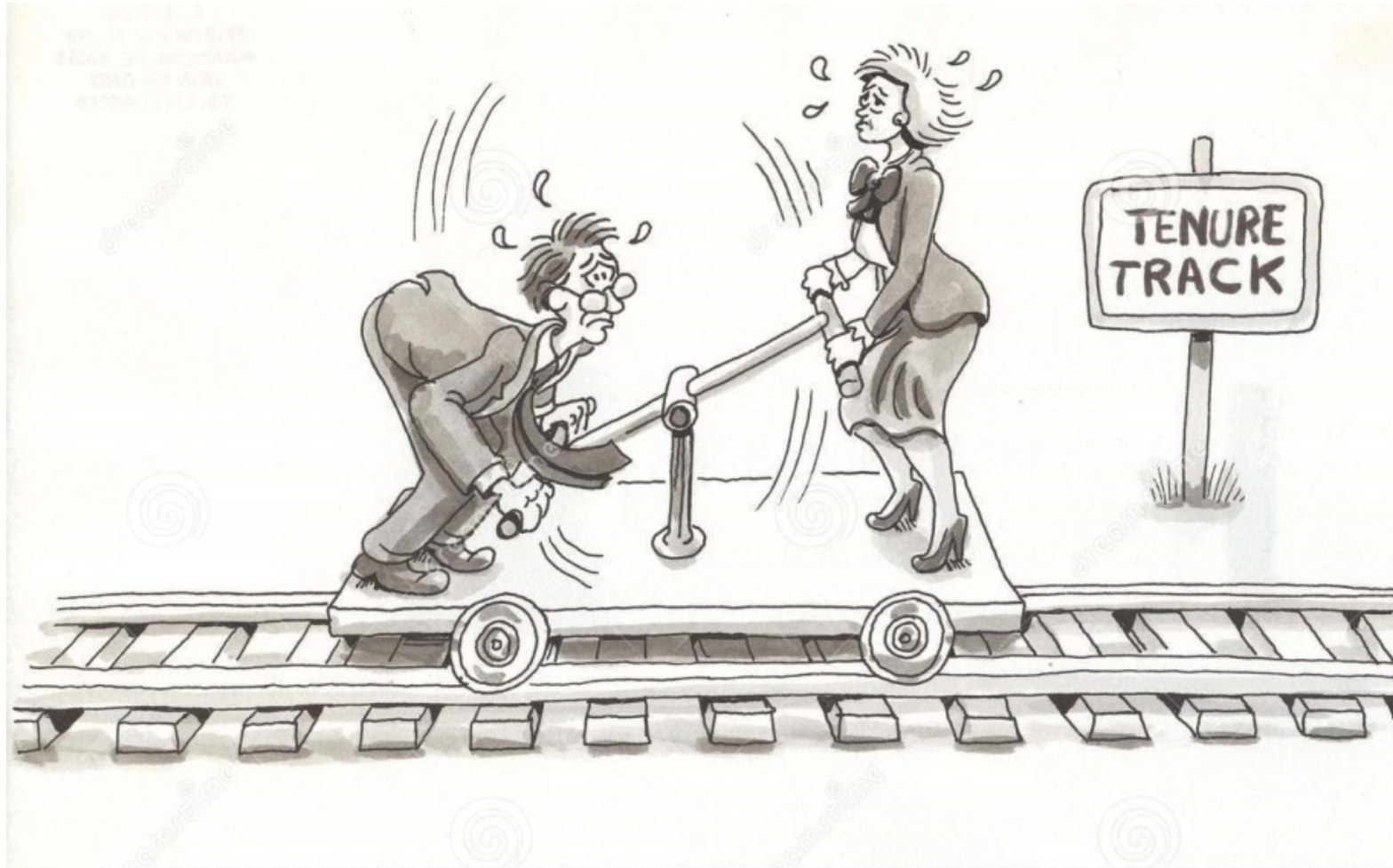


"With the bump in salary comes a lot more responsibility and my choice of three new stress related illnesses."

Salary Increase with Promotion, according to the Faculty Handbook

- Rank: Increase
- Assistant: 5%
- Associate: 8%
- Full Professor: 10%

Tenure at ETSU



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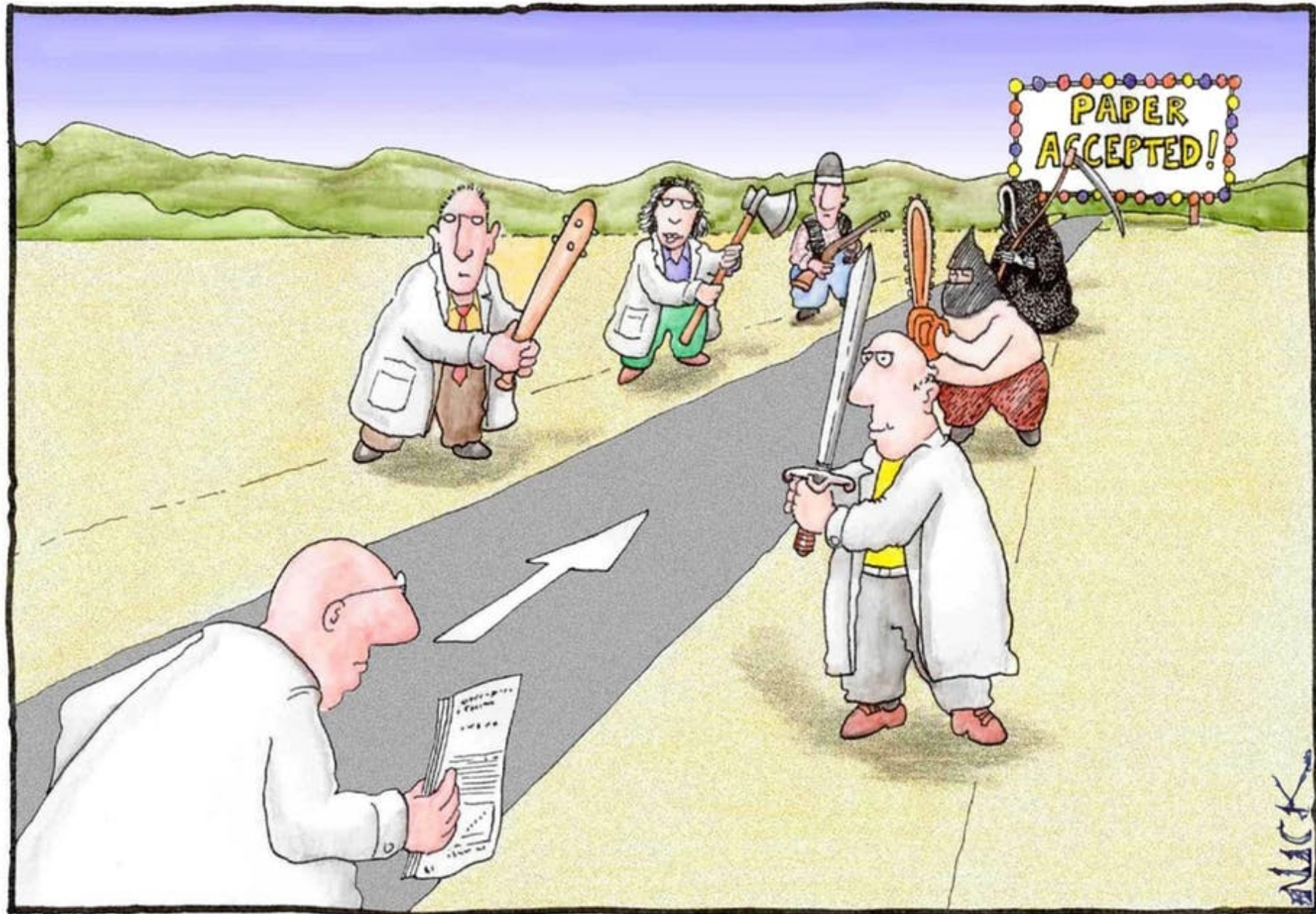
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Tenure, Board of Trustees, 2017

- Tenure is a **personnel status** in which academic appointment is continued until the expiration or relinquishment of that status, subject to termination for adequate cause, for financial exigency, or for curricular reasons.

Tenure, Board of Trustees, 2017

- Tenure is recognition of the merit of a faculty member and of the assumption that he/she would **meet the long-term staffing needs of the department or other academic program unit and the university.**
- Tenure is awarded only to those members of the faculty who have **exhibited professional excellence and outstanding abilities sufficient to demonstrate that their future services and performances justify the degree of permanence afforded by academic tenure.**



Most scientists regarded the new streamlined peer-review process
as "quite an improvement."

Tenure, Board of Trustees, 2017

- Tenure may be awarded to full-time faculty who:
 - (a) hold academic rank as instructor, assistant professor, associate professor, or professor
 - (b) have been in tenure-track appointment and completed the probationary period of service
 - (c) meet the criteria for recommendation for tenure

Tenure, Board of Trustees, 2017

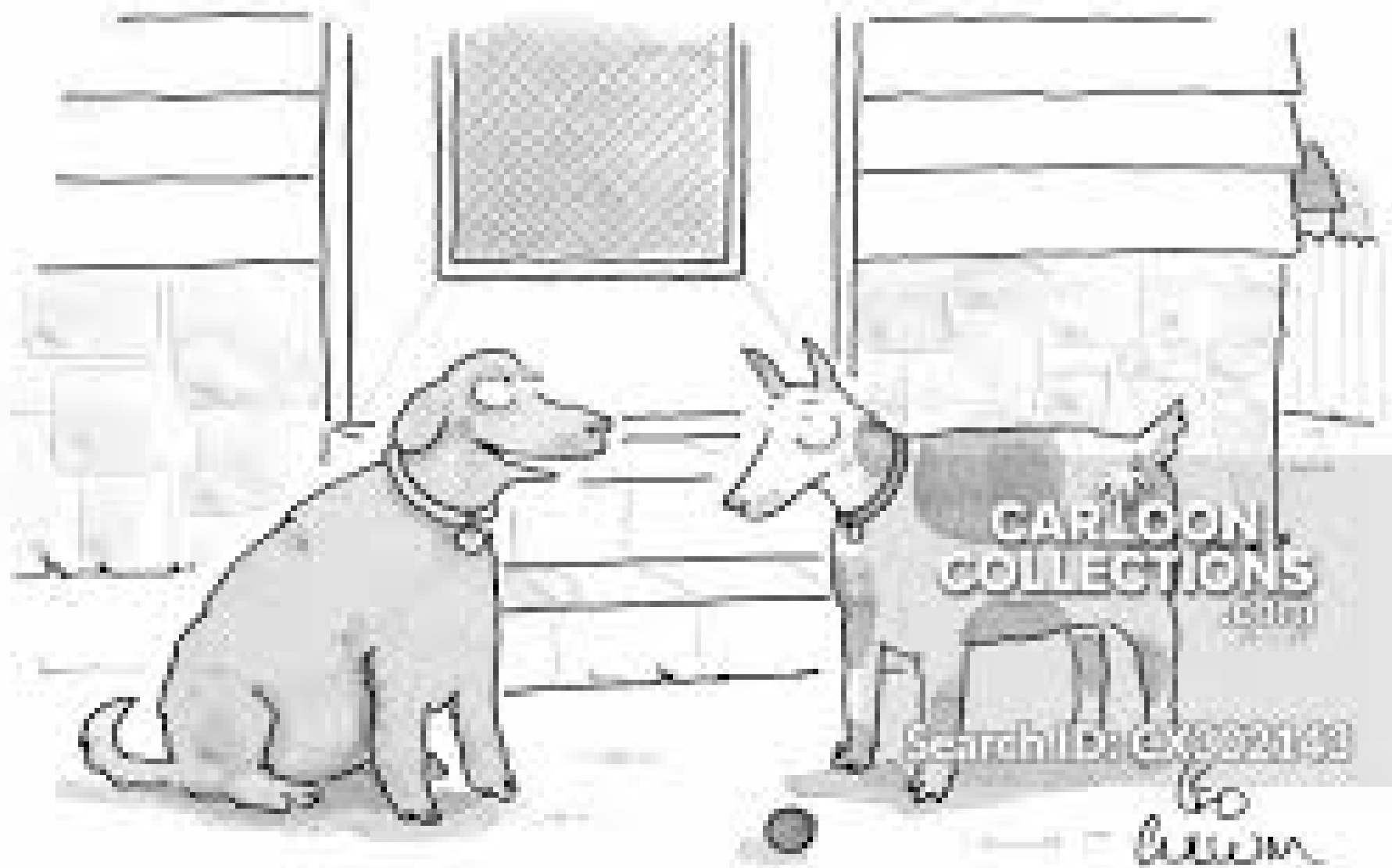
- Faculty may apply for tenure following completion of **five years** of the probationary period (so that the recommendation for **tenure, if granted, would occur upon completion of six years**).
- Exceptions to the minimum probationary period may be made under special circumstances upon recommendation by the President and approval by the Board of Trustees.

Tenure, Board of Trustees, 2017

- When a faculty member on a tenure-track appointment completes the probationary period and is **not recommended for tenure** by the President, he or she will be given notice of non-renewal of the appointment and will receive a **terminal contract for the seventh year** of employment.
- Credit for prior service and “Stopping the clock”
- Appeals

General Tenure Criteria

- a. Teaching effectiveness.
- b. Effectiveness in other academic assignments.
- c. Research, scholarly and creative activity.
- d. Professional degrees, awards, and achievements.
- e. Staffing needs of the department or division and the institution.
- f. Service of a professional nature to the institution, the community and the State.
- g. Activities, membership, and leadership in professional organizations.
- h. Demonstrated potential for continuing professional growth; and for contribution to the objectives of the department or division and the institution.
- i. Demonstrated willingness and ability to work effectively with colleagues to support the mission of the institution and the common goals both of the institution and of the academic organizational unit.



I CAN BITE PEOPLE. I HAVE TEETH.

Keys to Success

- **Chair and deans:** keep faculty members informed of their expectations for his/her performance, including requirements for promotion and tenure.
- **Faculty:** must ensure that pertinent information concerning teaching, research, scholarly or creative activity, and professional service is submitted in ProTenure by the deadline.

Potential Pitfalls

- Incomplete, difficult to interpret dossiers
- Failure to clearly describe how criteria are met in narrative in all three areas (teaching, service, research/scholarly).
- Failure to include annual reviews since last promotion/appointment
 - Must document % FTE in each area during assessment period
- Failure to include letters of support from objective assessors
- Failure to include supporting documentation for achievements, such as learner evaluations
- Lack of chair support

Keys to Success

- Faculty Development
- Mentorship
- Mid-Review Process

Faculty Development Groups, Pediatrics

1. Preparing for your Annual Career Planning Conference
2. Preparing your CV
3. Standards for Promotion
4. Creating Appropriate Career Goals
5. Defining Scholarly Activity
6. Building an Educator Portfolio
7. Time Management
8. Work/Life Balance
9. Leadership
10. Mentorship
11. Be your Own Image Consultant
12. Navigating the Politics of Academia

New Faculty 100-Day Plan, Pediatrics

- Meet with faculty, staff, and community members with common interests
- Review resources
- Attend departmental meetings and conferences
- Join faculty development group
- Update CV in departmental format
- Review P&T criteria
- Identify “go-to” people
- Set SMART goals for year 1
- Create mentorship plan

Mid-Review, Pediatrics

- Faculty asked to provide:
 - Summary of work
 - List and justification of points earned
 - Any additional activities that should be considered
 - Questions
- Same two people provide primary reviews for candidates
- Discussed in committee with group consensus report
- Feedback provided to candidate during annual review

Questions / Discussion?

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Key References

- ❖ ETSU Faculty Handbook: <https://www.etsu.edu/senate/facultyhandbook/>
- ❖ AAMC: <https://www.aamc.org/>
- ❖ Pediatrics
 - ❖ [100 Day Plan \(etsu.edu\)](#)
 - ❖ [Faculty Development \(etsu.edu\)](#)
 - ❖ [Promotion and Tenure \(etsu.edu\)](#)
- ❖ American Association of University Professors: <https://www.aaup.org/>