

P&T Process Overview



THE UNIVERSITY of TENNESSEE

- **Annual Retention Review**
- **Enhanced Tenure Track Review**
- **Promotion to Associate Professor with Tenure**
- **Promotion from Associate to Full Professor**

Faculty Handbook

**The University of Tennessee, Knoxville
2021**



**Office of the Provost
and
Senior Vice Chancellor**

This handbook reflects all approved changes up January 1, 2021

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Tip #1 – Seek input

- UTK Faculty Handbook <https://facultyhandbook.utk.edu/>
- T&P workshops
- Department Bylaws
- UTIA Bylaws [https://herbert.utk.edu/wp-content/uploads/sites/6/2021/04/Herbert-AgResearch-Extension Bylaws 2021.pdf](https://herbert.utk.edu/wp-content/uploads/sites/6/2021/04/Herbert-AgResearch-Extension_Bylaws_2021.pdf)
- UTIA Promotion and Tenure Resources <https://utiaacademicaffairs.tennessee.edu/promotion-and-tenure/>
- Provost's Office <https://provost.utk.edu/tenure-promotion-unit-head-resources/>
- Department Head
- Mentor/mentor committee
- Senior faculty, especially those who have served on the UTIA P&T committee

Tip #2 – Record activities beginning on Day 1

Start your dossier and routinely update CV along with Annual Faculty report

- Follow dossier format provided in Faculty Handbook (Appendix II: Assembly of the Tenure and/or Promotion Dossier)
- See examples available in Sr. Vice Chancellor's office
- Make sure all metrics match on dossier and CV
- Identify your specific roles on publications and funding

Tip #3 – Read the book

The Faculty Handbook is your ultimate guide

- Section 3 Appointment, Evaluation, Promotion, Tenure, and Review for All Tenure-track and Tenured Faculty
- Appendix II: Assembly of the Tenure and/or Promotion Dossier

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Tip #4 – Seek additional mentorship and professional development



National Center for Faculty Development & Diversity

Home Services ▾ About Us ▾

Faculty Success Program: Achieve Academic Success and Better Work-Life Balance

Register Now

The screenshot shows a website banner with a dark blue background. On the left, there is a close-up of a person's face looking down. On the right, there is a woman with glasses wearing a red sweater. The text is centered and white. A navigation menu is at the top right, and a 'Register Now' button is at the bottom center.

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Tip #4 – Seek additional mentorship and professional development

1. Strategic Planning

Learn how to plan your academic year, your term, and your weekly schedule in a way that is aligned with your tenure and promotion criteria

2. Explosive Productivity

Learn the skills and strategies that will help you to publish more research, win more grants, and manage your internal resistance to writing



4. Work-Life Balance

Learn how to reduce your stress, prioritize your self-care, and find balance in your personal and professional life

3. Healthy Relationships

Learn how to manage your professional relationships and build a thriving network of mentors, sponsors, and collaborators

- ✓ [The Faculty Success Program](#)
Formerly called "Faculty Bootcamp," institutional members get priority access and discounted pricing each session.
- ✓ [Core Curriculum](#)
- ✓ [14-Day Writing Challenges](#)
- ✓ [Guest Expert Webinars](#)
- ✓ [Multi-Week Courses](#)
- ✓ [Dissertation Success Curriculum](#)
- ✓ [Monday Motivator](#)
- ✓ [Workshops](#)
- ✓ [Professor-ing Podcast](#)
- ✓ [And more!](#)

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Tip #4 – Seek additional mentorship and professional development

Faculty Resources

- [Faculty Central](#)
- [UTK Human Resources](#)
- [Division of Diversity & Engagement](#)
- [Office of Information Technology, Instructional Support](#)
- [Office of Research, Innovation, and Economic Development](#)
- [Campus Safety](#)
- [Divisive Concepts Legislation: Information and Support](#)
- [Student Success](#)

Faculty Development & Advancement

- [Teaching & Learning Innovation](#)
- [Faculty Space Taskforce](#)
- [Faculty Search, Promotion, and Review Workshops](#)
- [Junior Faculty Advancement Series](#)
- [Faculty Vitality Workshop Series](#)
- [Faculty Mentoring @ UTK](#)
- [Research Development Academy](#)
- [National Center for Faculty Development & Diversity \(NCFDD\)](#)
 - [Faculty Success Program Scholarships](#)
 - [Post-Tenure Pathfinders Program Scholarships](#)
- [Faculty Women of Color in the Academy Conference Scholarships](#)
- [UTKASCEND: Adaptations for a Sustainable Climate of Excellence and Diversity](#)
 - [UT-CLIMBS Workplace Climate and Bystander Intervention Training](#)

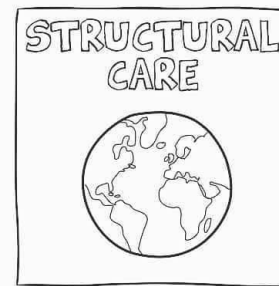
Leadership Development

- [Department Heads Forum](#)
- [New Academic Leaders Academy](#)
- [Leadership Development Program: LADRS and LEAPS](#)
- [SEC Academic Leadership Development Program](#)

<https://provost.utk.edu/facultyaffairs/>

Tip #5 – Seek self care and community care

No single person can do all the kinds of care that are needed all the time; we each can play a role in supporting each other in different ways, though. Now, go forth and care for each other—and yourself.



@deannazandt

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Thank You

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Annual Retention Reviews

- Complete fields on “intranet” for now (Interfolio coming soon)
- Visit with Department Head & Mentor(s) (see [Tip #1](#))
- Format differs by Department (bylaws & Handbook)
- Department Review Committee (review, letter, vote)
- Mentor input (internal or external to department)
- Department Head (DH) independently reviews and submits letter

Enhanced Tenure Track Review (ETTR) or Mid-Cycle Review

- Typically initiated mid cycle of the tenure window (~3 years)
- Is NOT a retention review although portions may be performed at the same time
- Faculty Member's Responsibility
 - Review letter of appointment yearly
 - Seek advice from mentor(s), DH, P&T faculty representative ([Tip #1](#))
 - Prepare an accurate and current dossier & CV (see [Tips #2](#) and [#3](#))

Enhanced Tenure Track Review (ETTR) or mid-cycle review



- Department Head's Responsibility
 - Initiating and guiding the process
 - Peer teaching reviews
 - Dossier evaluation (including format; mentor committee also involved)
 - Timing

Enhanced Tenure Track Review (ETTR) or mid-cycle review

- Feedback from T&P committee
 - Objective assessment of the dossier
 - Objective assessment of progress toward tenure and promotion (no vote)
 - Advice/suggestions on how to be (more) successful
- What should you do with letter? See [Tip #1](#) and revise or correct as needed

Promotion and Tenure – Overview

- Review appointment letter
- Faculty Member's Responsibilities
 - Meet deadlines
 - Prepare an accurate and current dossier & CV (numbers match)
 - Seek advice/review early from Mentor(s)
 - Provide suggestions for external letters of assessment (no COI)
 - Review [Tips #1-3](#)

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Promotion and tenure – Overview



- Department Head's Responsibilities
 - Initiate and guide the process
 - Peer teaching reviews (n=2)
 - Submit letters for external assessment
 - Dossier evaluation (including format)
 - Timing

Promotion and tenure – Overview

- Department Review Committee
 - Reviews, votes and submits letter to DH on each candidate
 - Maintains confidentiality
- DH submits recommendation letter and shares letter with candidate and department review committee
 - Candidate and faculty may submit a dissenting letter to be included in the packet sent to UTIA P&T Committee and dean(s)

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Associate professors are expected to:

- Hold the **doctorate or other terminal degree of the discipline**, or to present equivalent training and experience as appropriate to the particular appointment
- Be **good** teachers
- Have **achieved** and to **maintain** a recognized record in disciplinary research / scholarship / creative activity/ engaged scholarship

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Associate professors are expected to:

- Have **achieved** and to **maintain** a record of institutional, disciplinary, and/or professional service or outreach engagement
- Have normally served as an assistant professor **for at least five years**
- Have **demonstrated** that they work well with colleagues and students in performing their university responsibilities

Professors are expected to:

- Hold the **doctorate or other terminal degree** of the discipline, or present equivalent training and experience appropriate to the particular appointment
- Have normally served as an associate professor **for at least five years** (exceptions require UTIA Chancellor approval)
- Have **shown beyond doubt** that they work well with colleagues and students in performing their university responsibilities

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Professors are expected to:

- Be **accomplished** teachers (promotion to associate professor requires one to be a good teacher)
- Have achieved and to maintain a **nationally recognized** record in disciplinary research /scholarship /creative activity/ engaged scholarship
- Have achieved and to maintain a record of **significant** institutional, disciplinary, and/or professional service or outreach engagement
- Serve as **mentors** to junior colleagues



Promotion from Associate Professor to Professor

- An associate professor should **consult with department head** before initiating promotion procedures
- The **final decision on proceeding rests with the faculty member**
- A faculty member denied promotion after completion of the process **must forgo at least one full promotion cycle before initiating promotion** procedures again

It is important to continue to strive for excellence in all areas (research, teaching, extension, service)

- Do you still have a **mentor** or **mentor committee**?
- Do you **mentor** assistant professors and young researchers?
- Are you **advising** and **training** graduate students?
- Do you **interact** well with colleagues?
- Are you involved in service at the **national** level?
- Do you have **national/international recognition**?
- Are you an **accomplished teacher** that others want to emulate?
- Do you **collaborate** with others outside UTIA?

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Personal observations of reasons for lack of successful promotion to professor

Department or UTIA considers candidate to fall short of expectations. Aside from research, teaching, extension, and service, candidate:

- Has a poor record of **training graduate students**
- Has no record of providing **mentorship** to junior colleagues
- Does not **interact** well with colleagues

Personal observations of reasons for lack of successful promotion to professor

Letters from external reviewers indicate the candidate falls short, commonly because candidate:

- Has not achieved or maintained a **nationally recognized record** in disciplinary research /scholarship /creative activity/ engaged scholarship
- Has not achieved or maintained a record of **significant** institutional, disciplinary, and/or **professional service** or outreach engagement

Promotion from associate professor to professor – Overview

- Faculty member responsibilities
 - Review of material from time of promotion to associate professor (includes the year of promotion)
 - Visit with DH and mentor(s) for advice and recommendations (See [Tip #1](#))
 - Maintain accurate dossier and CV (see [Tips #2-3](#))

Promotion from associate professor to professor – Overview

- Faculty member responsibilities
 - Be familiar with Expectations of Rank provided in department bylaws and Faculty Handbook (See [Tip #3](#))
 - Be accepting of recommendations by administrators and mentors
 - Provide suggestions for external reviewers
 - Ensure teaching (Extension) is peer reviewed

Promotion from associate professor to professor – Overview

- Department Head responsibilities
 - Provide honest assessment of likelihood for promotion
 - Provide review of content and formatting of dossier and CV
 - Submit letters for external review
 - Ensure peer review of teaching is completed
 - Submit letter of recommendation, which is shared with candidate and department review committee

Promotion from associate professor to professor – Overview

- Department review committee and mentor committee responsibilities
 - Provide assistance in review of dossier prior to submission to DH
 - Review, vote, and submit letter of recommendation to DH



Thank You

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