• Annual Retention Review
• Enhanced Tenure Track Review
• Promotion/Tenure Overview
• Promotion to Full Professor
Tips for success

- Seek Input
- Mentorship + prof. Dev.
- Read the Book
- Record Activities
- Self care + community care
- Letters
Appendix B: HCA/AgResearch/Extension criteria for appointment to faculty rank
(Expansion of Section 3.2 of the Faculty Handbook)
Associate professors, consistent with their assigned responsibilities, are expected to

1. hold the doctorate or other terminal degree of the discipline, or to present equivalent training and experience as appropriate to the particular appointment

2. be good teachers, productive researchers and/or Extension educators

3. have achieved and continue to maintain a nationally recognized record in disciplinary research/scholarship/creative activity

4. have achieved and continue to maintain a record of institutional, disciplinary, and/or professional service;

5. have normally served as an assistant professor for at least five years

6. have demonstrated that they work well with colleagues, staff, students, and clientele in performing their university responsibilities
Professors, consistent with their assigned responsibilities, are expected to

1. hold the doctorate or other terminal degree of the discipline, or present equivalent training and experience appropriate to the particular appointment

2. be accomplished teachers, productive researchers and/or Extension educators

3. have achieved and continue to maintain a nationally and internationally recognized record in disciplinary research/scholarship/creative activity

4. have achieved and continue to maintain a record of significant institutional, disciplinary, and/or professional service

5. serve as mentors to junior colleagues

6. have normally served as an associate professor for at least five years

7. have shown beyond doubt that they work well with colleagues, staff, students, and clientele in performing their university responsibilities
Tip #1 – Seek input

- Faculty handbook
- T&P workshops
- Department Bylaws
- https://utia.tennessee.edu/promotion-and-tenure-resources/
- Department Head
- Mentor/mentor committee
- Senior faculty, especially those that have served on the UTIA P&T committee
Tip #2 – Beginning on Day 1, record activities

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

– Follow dossier format provided on pg 130 of Faculty Handbook
– 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 #2 – Beginning on Day 1, record activities

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

– Follow dossier format provided on pg 130 of Faculty Handbook
– 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
Tip #4 – Seek additional mentorship and professional development

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

Register Now
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.

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

4. Work-Life Balance
Learn how to reduce your stress, prioritize your self-care, and find balance in your personal and professional life.

- 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!

ENTOMOLOGY & PLANT PATHOLOGY

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
- Teaching & Learning Innovation

Faculty Development

- Faculty Workshops
- First Year Faculty Fridays
- Faculty Community Mentoring Groups
- Research Development Academy
- Faculty Success Program
- Post-Tenure Pathfinders Program
- National Center for Faculty Development & Diversity (NCFDD)
- Faculty Women of Color in the Academy Conference Scholarships

Leadership Development

- Department Heads Programming
- New Department Heads Orientation
- UTK Leadership Development Program
- 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.
Thank You
Annual retention reviews

• Complete fields on “intranet” for now (Interfolio and Elements coming soon)
• Visit with Department Head & Mentor(s) (see Tip #1)
• Format/timing differs by Department (bylaws & Handbook)
• Department Review Committee (review, letter, vote)
• Mentor input (internal or external to department)
• 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
Procedures for promotion to associate professor

Quick answer to any questions you have regarding criteria – see Tips #1 and #3

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
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
Promotion and tenure — Overview

• Review letter of Appointment

• 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
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 Faculty Review Committee
  – Reviews, votes and submits letter to DH on each candidate
  – Maintain confidentiality

• Department Head submits recommendation letter and shares their letter with the candidate and faculty review committee
  – Candidate and faculty may submit a dissenting letter to be included in the packet sent to P&T committee and deans
Procedures for promotion to professor

Quick answer to any questions you have regarding criteria – see Tips #1 and #3
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
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
Associate Professors

- 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?
Personal observations of reasons for lack of successful promotion to associate 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 associate 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 to full 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 to full professor — Overview

- Faculty member responsibilities
  - Be very 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 to full 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 to full 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 the DH
Deadlines – Coming soon!
Thank You
Assistant and associate professors appear to grow less satisfied with their institutions the longer they stay in rank.

Departmental cultures do not reflect expectations that all associate professors should be encouraged to work towards promotion.

Even after 6 years at rank, most associate professors have never received formal feedback on their progress towards promotion.

40% of long-term associate professors have no plans to come up for promotion to full professor.
~2 out of 5 long-term associate professors believe administration doesn’t seem to care about their quality of life.

Q: “My chief academic officer seems to care about the quality of life for faculty of my rank.”

- **Strongly agree**
- **Somewhat agree**
- **Neither agree nor disagree**
- **Somewhat disagree**
- **Strongly disagree**

*n = 12,401 full-time faculty*
“Although associate professors have successfully navigated challenging straits to find a permanent faculty position, *the irony is that many are even more dissatisfied than they were pre-tenure…*

“The flowering of programs aimed at junior faculty…can make associate professors feel like they are working without a net. Many noted that earning tenure was a rude awakening, as *they had not anticipated how much greater their workload would become post-tenure.*”

“Many associate professors find themselves increasingly pulled into mentoring and service work, which, while crucial to institutional functioning, does not always build their careers. *Associate professors may be frustrated by the immediate demands of service work that materialize upon earning tenure when it is almost exclusively their scholarship that earns them promotion in the long run.*”
“You Might Not Be Ready for Promotion. People often overestimate their accomplishments, and associate professors are no exception.”

“…associate professors and their departments face strong incentives to avoid premature promotion bids. It is much better to wait for another year or two, establish a strong record of research and publication, and then sail through the process. A roundly successful candidate wins respect, greater influence inside the department, added backing from deans and provosts, and support from some "big names" in the field.”

“Look at recent successful promotions in your department — then add a safety margin. Departments are committed to consistency, for academic and legal reasons. The CVs of recently promoted full professors are, therefore, good reference points. Avoid those cases where someone just scraped by. Moreover, you need to do a bit better than your recent predecessors. Most departments want to improve, so their standards gradually rise. The idea here is to correct for the tendency to overestimate your own accomplishments.”
“A new study by the Collaborative on Academic Careers in Higher Education (COACHE) at Harvard University reaches the rather startling conclusion that associate professors are some of the most unhappy people in academia.”

“…I wonder if these results aren’t connected to the fact that most associate professors are in their late 30s to early 50s – a time when there is a great deal of change in life, such as becoming parents, dealing with aging parents, becoming homeowners, etc.”
Clear guidelines for promotion that align with the institution’s mission

Mutual mentoring programs and supports

Strategies aimed at lessening service burdens on faculty

Greater departmental transparency in service assignments and teaching loads to reduce inequalities in how less-valued activities are distributed

Professional development for midcareer faculty

Standardized policies that regularly assess promotion timing

Awards and honors
Thank You