

Navigating the Promotion and Tenure Process

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P&T Expectations

- Departments should provide norms to their faculty detailing expectations of research, teaching and service within each track.
- Pay close attention to any goals set in the Year 3 mid-probationary review, as these will be considered carefully by the review committees.
- Tenure track faculty go up for tenure review in Year 6; packet preparation begins in spring of Year 5.

Potential Pitfalls

- Not enough protected time to establish own research program.
- Not “out there” - you must establish a reputation in your field.
- Failure to establish independence.
- Poor teaching evaluations. If your record includes negative reviews, document the steps you have taken to develop and improve those skills.

Potential Pitfalls (continued)

- No teaching evaluations

DISCUSS with your department the mechanisms for systematically collecting student evaluations for your teaching.

CONSIDER ways of obtaining student evaluations from clinical teaching and/or external seminars.

ASK your head to assign peer appraisals of your instructional activities.

Service

Departmental, College and University Service

- Being on committees makes you known as a “good citizen,” but does not count very much toward tenure if you do not have a strong research or clinical program. Serve on a few committees when asked, but be careful of being overwhelmed by them.

Service in Your Field of Research

- Membership on Study Sections and Editorial Boards, reflects your reputation in the field and enhances your dossier. Still, be careful not to overcommit.

Service (continued)

Documenting Service

- There are no specific forms for service documentation, particularly patient care activities, other than a general heading in the p&t forms.
- You may need to find ways of documenting your effort, so that the committees have a sense of what you do and how well you do it.
- Patient testimonials can be helpful, as are evaluations from external sources such as referring physicians.

General Advice

Tenure Probationary Issues

- Pay careful attention to what year of the “tenure clock” you are in.
- Track switch - If your activities are not building towards a successful case for tenure, consider requesting a track switch before the end of Year 4.
- Rollbacks - If you find yourself in a situation that is impeding your progress and may merit a rollback, look into it right away.

General Advice (continued)

Packet Preparation

- Prepare your contributions to the p&t packet as carefully as if you were preparing a grant submission.
- Take the time to explain the significance of items, such as invited colloquia, articles in high-impact journals, or special awards. Reviewers will not be experts in your discipline and need some context to assess your accomplishments.

General Advice (continued)

Publications

- Number and quality of first or senior author publications since the last personnel action will be scrutinized.
- Focus on high impact peer-reviewed articles, not anecdotal.
- Evidence of independence from your department head or former mentors will be sought. You must be the driving force behind your work.
- Explain any gaps; committees look for a sustained record of scholarship.

General Advice (continued)

Grants

- Active federal funding is given the most weight (if relevant to your field). Some units look for more than one source of funding.
- If involved in program project grants or multi-center studies, you need to show that your contributions were unique, scholarly, and an essential part of the project.
- Updates on pending grants should be forwarded on throughout the p&t review cycle

General Advice (continued)

External Referees

- The letters from external referees will establish whether or not your work is known by leaders in your field.

CV

- CV must be consistent with contents of packet, and should be clear, well-organized, and up-to-date.
- Remember that the CV and sample publications may be the only basis of an external reviewer's evaluation

P&T Timeline

- The promotions calendar follows a rigid timeline to permit multiple levels of review. As an example, the College of Medicine's schedule is shown below.

dept p&t comm → *packet due to COM in Sept*
college p&t comm → *October and November*
college exec comm → *December*
dean → *January*
campus p&t comm → *February*
Provost → *April*
Chancellor → *May*
Board of Trustees → *July*

- Submit early to your College to allow time for feedback.

Questions about P&T? Ask

- Gillian Coombs, Director, Faculty Affairs
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- If not COM, your own college's Dean's Office
- Your department head / your mentor
- Senior faculty in the department
- Other faculty who have recently gone up for promotion