COD PROMOTION & TENURE WORKSHOP

Tenure Track/ Research Non-tenure Track

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Wendy Cerny
Director of Faculty Affairs
cernyw@uic.edu

Workshop Overview

A. Promotion Basics
- Framework + Guiding Principles

B. COD
- Faculty Ranks and Tracks
- **Norms and Guidelines– Criteria specific to COD**

C. Workflow & Timelines

D. Dossier Overview

E. Resources & Questions

The Framework and Guiding Principles for Promotion

The 3 "Pillars" of Promotion

PROMOTION

TEACHING   RESEARCH   SERVICE

"S. I. T."

+

- <u>S</u>ignature
- <u>I</u>mpact
- <u>T</u>rajectory

gROWTH

Your promotion evaluation will be based on the **merit of your work** in **Teaching, Research and Service** as evaluated by your **Signature, Impact and Trajectory**

WHAT DO I NEED TO DO IN ORDER TO BE PROMOTED?

College of Dentistry GUIDELINES and NORMS:

"CRITERIA AND GUIDELINES FOR APPOINTMENT, PROMOTION AND/OR TENURE OF FACULTY "

2 versions:

1) Hired **PRIOR** to **8/15/23** (v.2013)*
2) Hired **AFTER** 8/15/23 (v.2023)

* Candidate can choose which version they want to follow

What's the difference?

• NO substantive difference in the norms or expectations

• Language is more detailed and explicit in the revised (2023) version

• Expanded examples of qualifying activity (Section IV)

• Inclusion of Diversity, Equity & Inclusion expectations in Norms

College of Dentistry GUIDELINES and NORMS:

"CRITERIA AND GUIDELINES FOR APPOINTMENT, PROMOTION AND/OR TENURE OF FACULTY"

SECTION I. Introduction

SECTION II. Academic Ranks & Criteria for Appointment– Defines eligibility & required credentials

SECTION III. Norms and Expectations for Academic Rank

Qualifications expected for appointment and promotion <u>at each rank</u>

(This section is sent to external reviewers to provide context for candidate's activities.)

SECTION IV. Demonstration of Qualifications

Sub-sections A. – I.   Examples of activities

SECTION V. Procedures for Appointment and Promotion

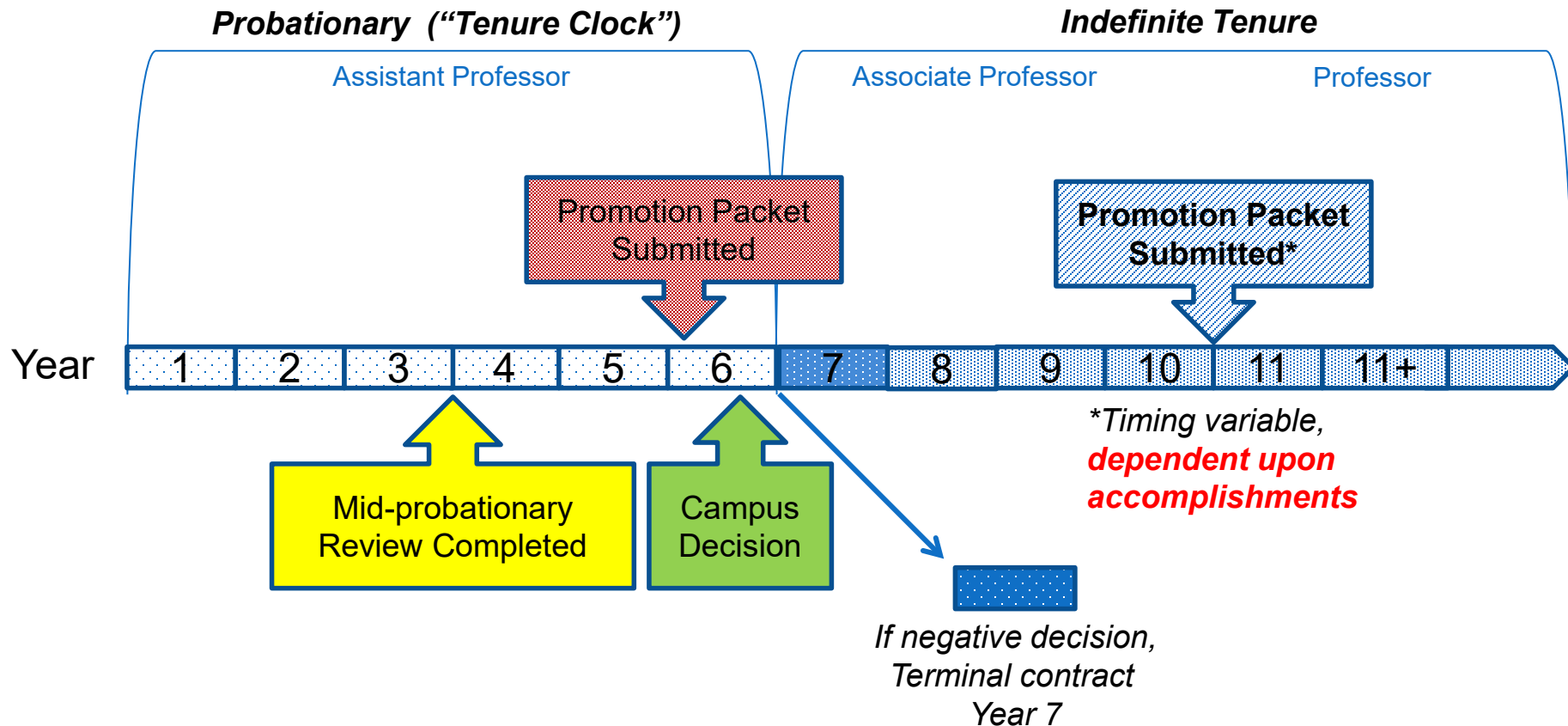**NEW! SECTION VI. GLOSSARY –** Defines terms

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Can be found on "Promotion and Tenure" page of the COD OFA website

https://dentistry.uic.edu/academics/faculty- resources/career-promotion-and-tenure-resources/

Table of Tracks, Sub-tracks and Ranks within the College of Dentistry

Track	Acronym	Tenure Status	Faculty Members Titles/Ranks
Research Tenure Track	RT	Tenure eligible /tenured	Assistant Professor Associate Professor Professor
Clinical/Educational Tenure Track –	CT	Tenure eligible /tenured	Assistant Professor Associate Professor Professor
Clinical/Educational Non-Tenure Track	CNT	Non-tenured	Clinical Instructor Clinical Assistant Professor Clinical Associate Professor Clinical Professor
Research Non-Tenure Track	RNT	Non-tenured	Research Assistant Professor Research Associate Professor Research Professor

Timeline – Tenure Track

Probationary ("Tenure Clock")

Assistant Professor

Indefinite Tenure

Associate Professor   Professor

Promotion Packet Submitted

Promotion Packet Submitted*

Year   1   2   3   4   5   6   7   8   9   10   11   11+

*Timing variable, **dependent upon accomplishments***

Mid-probationary Review Completed

Campus Decision

If negative decision, Terminal contract Year 7

★ **Option to "stop" tenure clock = Tenure Rollback or Hold**

Tenure Track – Research Sub-track (RT)

Overall:

- **Primary commitment: scholarly research** - basic, clinical, and/or other sciences (e.g., public health, social sciences); generation of new knowledge through original research

- **Secondary commitment** - education and service

- **Quality of publications**, consistency of performance & involvement

- **External funding** critical for appointment & advancement

- **Papers & research seminars** presented at scholarly meetings, conferences, other institutions; **invited talks** & presentations

- **Service** on national scientific advisory boards or professional organizations

TENURE TRACK – Research Sub-track

Associate Professor- RT Norms: To be completed during the 6-year probationary period

a. **Independent research** (signature)

b. **Mentorship**- primary mentor or committee member for MS/PhD theses

c. **Extramural funding-** consistent receipt of grant awards as PI, Co-PI, or Co-I

d. **Publications**- peer-reviewed journals- first author or senior author;
                 - reviews and book chapters
                 - **quality > quantity**

e. **Participation in local, national, and international scientific meetings**
        (abstract submissions, presentations, or as **invited speaker**)

f. **National recognition** in their research field (invited speaker, awards)

g. **Service**- manuscript reviewer, editorial board member
          - membership in appropriate professional organization
          - member of College and/or University committees or governance

h. **Educating students** and/or **student learning** activities
   (includes mentorship or supervision of laboratory/program peers, staff, students,
    post-doctoral research fellows)

i. **Diversity, Equity, and Inclusion** - commitment & contributions in research, teaching,
                                                   and/or service

TENURE TRACK – Research Sub-track

Professor-RT Norms:

a. **Research independence** (defined area of expertise = signature)

b. **Record of research funding** as PI or Co-PI - consistent & sustainable

c. **Innovation** - impact on field

d. **Research excellence:**

    e. **Consistent publications** (senior/corresponding author; quality > quantity)

    f. **Invited or keynote speaker** (local, national, and <u>international</u>)

    g. **Leadership** (journal/grant reviewer, professional organizations, editorial/advisory boards)

    h. **National and/or international recognition** (awards, recognitions)

i. **Mentorship**- record as primary thesis advisor or co-advisor for MS or PhD graduates
    - record of mentored students, graduate students, post-doctoral fellows, residents, or junior faculty members

j. **Teaching activities**- course-director, team-taught courses, seminars

k. **Diversity, Equity, and Inclusion -** commitment & contributions

l. **College's research program & research mission -** contributions

m. **Service**- Department, College, University committees; professional organizations, granting agencies; editorial boards and/or journal reviewer; reviewer for research grant proposals

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- **Ordinarily have completed at least five years as Associate Professor**
  - ➤ **exceptional** candidates with less time in rank as an Associate Professor may be considered

- **Time in rank alone is not a justification for promotion or initial appointment level; evidence of accomplishments and merit must be demonstrated** as outlined in the norms and expectations for this rank.

Tenure Track – Clinical / Educational Sub-track (CT)

Overall:

- **Primary commitment: dental education & student learning**
  - ➤ Development & application - **advances in oral health care**
    - **best practices for dental education methods**
  - ➤ **Fostering student knowledge & clinical competency**
  - ➤ **Curricular development** - creation of teaching materials
    - innovative instructional design and/or assessments
    - advancing leadership in educational roles
    (course/component director, program director, clinic director)

- **Scholarly activity** - *may* include **research** in basic, clinical, and/or other sciences (e.g., educational, public health, social sciences).

- **Peer-reviewed publications are required**.
  - ➤ **Articles** in refereed journals, case reports, review articles, abstracts, book chapters
  - ➤ **Significant involvement** in the work - indicated by first author/senior author
  - ➤ **Quality** of publications is more important than overall quantity

- **Presentation** of papers at scholarly meetings or conferences

- **Participation in national and/or international meetings** or organization of sessions

- Commitment to the College's **Diversity, Equity, and Inclusion** goals is expected.

TENURE TRACK – Clinical/Educational Sub-track

Associate Professor- CT Norms: To be completed during the 6-year probationary period

a. **Excellence in clinical, basic and/or other sciences** (e.g., educational, public health, social sciences), demonstrated by publications, teaching record, mentoring of student learning and/or research

b. **Excellence in educational learner-centered activities** (impactful teaching record & student/trainee engagement

c. **Development of educational materials and curricula**

d. **Progression in teaching or clinical responsibilities and leadership** (course/component director, program director, clinic director)

e. **Recognition at the state and/or national level** (promise of becoming a regional or national leader)

f. **Publications** in peer reviewed journals- quality>quantity; including reviews, case reports, book chapters

g. **Faculty governance** - department, college, hospital, and/or university committees

h. **Participation in local, national, and international professional meetings; _invited_ presentations**

i. **Service -** department, college, university, profession, community

j. **Diversity, Equity, and Inclusion -** commitment and contributions to in research, teaching, clinical activities, and/or service

k. **Research and other scholarly work**; however, receipt of external research funding is **not** required for promotion in this rank.

l. Candidates who are dentists with specialty training, _when appropriate for the candidate's assigned role in the College_, will have initiated the process of dental specialty board certification for a dental specialist

TENURE TRACK – Clinical/Educational Sub-track

Professor- CT Norms:

- **Added to previous achievements in <u>each</u> of the areas** described for Associate Professor

- **Demonstrated significant originality & excellence** in educational activities
  ("signature": curricular development, assessments, program development)

- **Service and scholarly activities** – sustained & consistent

- **Leader in their field -** national and/or <u>international</u> peer recognition (awards, invitations)

- **Invited talks/presentations**

- **Publications –** peer-reviewed; sustained & consistent; **quality** & quantity

- **Potential for future growth** (plan for ongoing work)

- **Governance of national or international professional organization**s

- Clinicians, *when appropriate for the candidate's assigned role in the College*, will be board-certified if in a recognized specialty.

- **Ordinarily have completed at least five years as Associate Professor**
  - ➤ **exceptional** candidates with less time in rank as an Associate Professor may be considered

- **Time in rank alone is not a justification for promotion or initial appointment level; evidence of accomplishments and merit must be demonstrated** as outlined in the norms and expectations for this rank.

Research Non-Tenured Track (RNT)

Overall:

- primary commitment is **research**

- appointments and must be linked directly to an **established & funded research program** of a tenured or tenure-track faculty member/Principal Investigator ("faculty PI") at the College

- reduced teaching & service activities (<u>if funding support allows</u>*)

- promotion of faculty in the RNT depends primarily on **research productivity and on stature** achieved nationally and internationally

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* Special Circumstances for Teaching & Service Norms:

- Teaching other than research program mentoring is generally reduced or may not be required <u>depending on the effort supported by grant funding</u>:

  - ➤ Faculty who are fully (100%) supported on federal grant funds must be in compliance with grant guidelines and may not be allowed to commit time to teaching.

  - ➤ Teaching expectations for faculty that are not fully supported on grant funds should be in alignment with the percent effort that is not supported by research funding.

- Likewise, expectations for service activity may be modified depending on non-committed research time.

Research Non-Tenured Track (RNT)

At least one of the following criteria <u>must</u> be met to be considered for promotion to Research Associate Professor

1. **Establishment of independent research program** grant independent to that of their faculty PI. Demonstration of consistent external funding is required.

OR

2. **Significant contributions to and evidence of impact on an established research program of the College or of the faculty PI.**
   Must be an essential team member of the established research program and contribute significantly (such as Co-PI) to the success and continuation of the research program (usually that of the faculty PI).

For both Research Associate Professor and Research Professor:

- **Ordinarily have completed at least five years in rank**
  - ➤ **exceptional** candidates with less time in rank may be considered

- **Time in rank alone is not a justification for promotion or initial appointment level; evidence of accomplishments and merit must be demonstrated** as outlined in the norms and expectations for each rank.

Research Non-Tenured Track (RNT)

Research Associate Professor Norms

a. **Supervision and mentoring-** laboratory/program peers, staff, and students

b. **Leadership in contributing to the overall research program, laboratory, and equipment care**.

   If support research programs as collaborator or in team science (e.g., biostatisticians, bioinformatics, etc.) -expected to contribute to the development of research protocols (no lab activities)

a. **Service -** graduate MS/PhD thesis committees

b. **Extramural funding -** grant awards as Principal Investigator (PI), Co-PI or Co-I

c. **Record of submitting grant applications -** (intramural and extramural) as appropriate for the research group/program

d. **Publications -** in peer-reviewed journals; first author or senior author publications

e. **Participation in local, national, and international scientific meetings -** abstract submissions, presentations, invited speaker or lecturer

f. **National recognition –** awards, honors

g. **Service -** manuscript reviewer, editorial board member, professional societies

h. **Diversity, Equity, and Inclusion -** evidence of commitment and contributions to in research, teaching, and/or service

Research Professor Norms

a. **Research independence** (signature)

b. **Research Funding -** consistent and sustainable as PI or Co-PI <u>independent of the faculty PI</u>. (federal research grant or research focused contract)

c. **Research excellence** – sustained record

d. **Innovation** - impact

e. **Publications –** consistent; senior or corresponding author; quality > quantity;

f. **Service** - primary thesis advisor or co-advisor for MS or PhD graduates

g. **Invited or Keynote presentations** - local, national, and international scientific meetings

h. **Leadership –** professional societies, journal/grant reviewer, recognitions

i. **National and/or international recognition** – awards, honors, invitations to present

j. **College research program & mission -** contributions to development or programs

k. **Mentorship** - record of students, graduate students, post-doctoral fellows, residents

l. **Service -** Department, College, and/or University committees; professional organizations, granting agencies; editorial boards and/or journal reviewer, research grant reviewer

m. **Diversity, Equity, and Inclusion -** commitment and contributions to in research, teaching, and/or service

- The above list is not intended to be exclusive of other meaningful research contributions. Such contributions must be well-defined and consistent with the College's research mission

Promotion Glossary

Dossier – The promotion document; also known as the promotion "package" or "the case".

Preparer – A senior faculty member who is <u>at or above the rank of the candidate</u> seeking promotion and is responsible for the content, accuracy and presentation of the dossier.

Usually the **Unit Executive Officer (UEO = Department Head)**

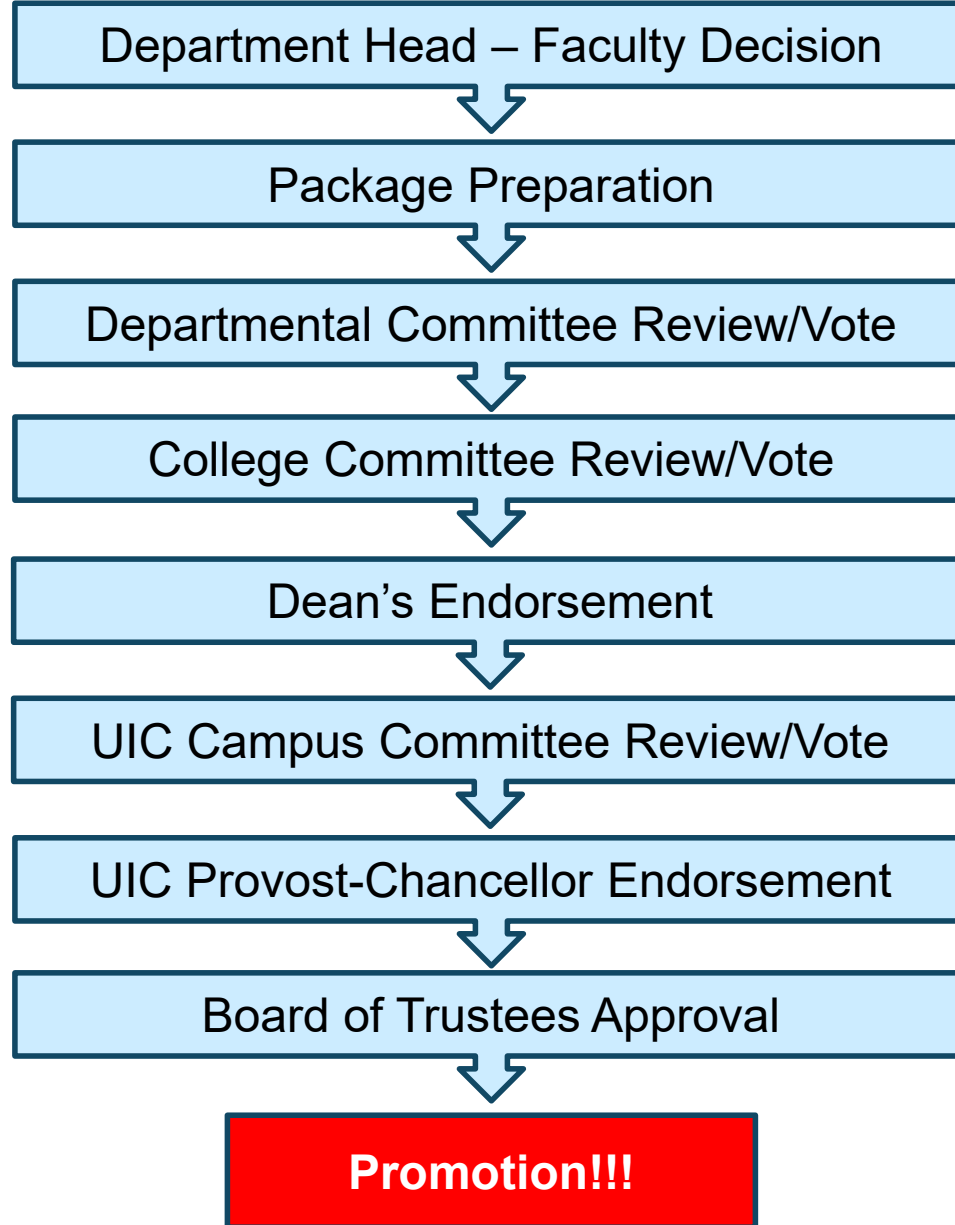If the DH is ineligible (rank; dual relationship), the Dean will assign a senior faculty member to assume the role.

Coordinator – Administrative assistant who helps the Preparer with the compilation and formatting of the dossier.

Review Committees – Faculty committees at 3 levels:
> **Department**
> **College**
> **Campus**

- Each committee reviews the dossier and evaluates its merit as compared to the *norms of the college*, then votes to endorse the case.

- Committee composition is determined by college and university bylaws.

- Committee members may only vote on a case that considers promotion at or below their rank they may only vote at the lowest level of the review process.

The Process of Promotion – 8 Simple Steps!

Department Head – Faculty Decision

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Package Preparation

↓

Departmental Committee Review/Vote

↓

College Committee Review/Vote

↓

Dean's Endorsement

↓

UIC Campus Committee Review/Vote

↓

UIC Provost-Chancellor Endorsement

↓

Board of Trustees Approval

↓

Promotion!!!

COD Timeline in detail

- April- May   DH identifies faculty who will be nominated for promotion
  (Probationary faculty in Year 5 <u>MUST</u> be nominated)

- June- July   Nomination packages constructed/ External Eval Requests

- August   Departmental Review and Vote completed

- **September**   **Completed packages submitted to College**

- October   College Committee Review and Vote

- **November**   FINAL Paper and Electronic copies to COD OFA

              Dean's Review and Endorsement

- **DECEMBER**   DOSSIERS SUBMITTED TO CAMPUS OFA

- February   Campus Committee Meets

- Feb-March   Faculty notified of Campus Committee Vote

- May   Provost-Chancellor Review/

- July   Board of Trustees Approval

- August   New Appointment!

Important things to note…

➢ Candidate and Dept. Head need to make a firm decision about your nomination by **April/May** (Requests to External Reviewers).

   (**Note**: the UEO may not deny a faculty member the opportunity to apply for promotion.)

➢ **Promotion Team:** Preparation of the package is a jointly shared activity:
   • Candidate
   • Dept. Head (Preparer)
   • Coordinator (Asst. to the Head or another administrative assistant)

➢ The candidate is **informed of each decision in the review process (vote total), in writing**.

➢ **Department Committee**: ALL eligible faculty (by rank/title); minimum 3

➢ **College Committee on Tenure Track Appointment, Promotion & Tenure:** 9 tenured faculty; 4 Associate Professors + 5 Professors; 4 elected + 5 appointed.

➢ Committee members can only vote on those to be promoted to their own rank or lower, but they may participate in the discussion of all nominations.

The review process for each dossier involves over 45 people!

- **UEO**
- **Dean**
- **Department Committee (minimum 3)**
- **College Committee (9)**
- **Campus Committee (28)**
- **External Reviewers (min 5)**
- **Provost & Chancellor**

Goal: Objective, unbiased review bias; one person can't undermine outcome

Audience: A majority of the reviewers are *outside of the COD* -
not all reviewers may be familiar with your content area.
Remember to make your case <u>clearly!</u>

ANATOMY OF THE DOSSIER

Non-evaluative Sections (Data: Lists & Tables/ **Candidate Completes**)

        I. Teaching
        II. Research
        III. Service
        IV. Statement on Diversity, Equity and Inclusion
        V. Interdisciplinary Work Statement (optional)

Evaluative Section- VI. (**Preparer** Completes)

    A. **Peer Evaluations of Teaching (REQUIRED)**

    B. **External Letters of Reference**
- **No less than 5, no more than 8, solicited by your DH**
- **Unbiased, impartial experts in your field; tenured full professor/equivalent**
- **Cannot be past or present collaborators, mentors, or close associates**
- Candidate may *suggest* reviewers
- Review **CV** (not dossier) + Candidate Statements

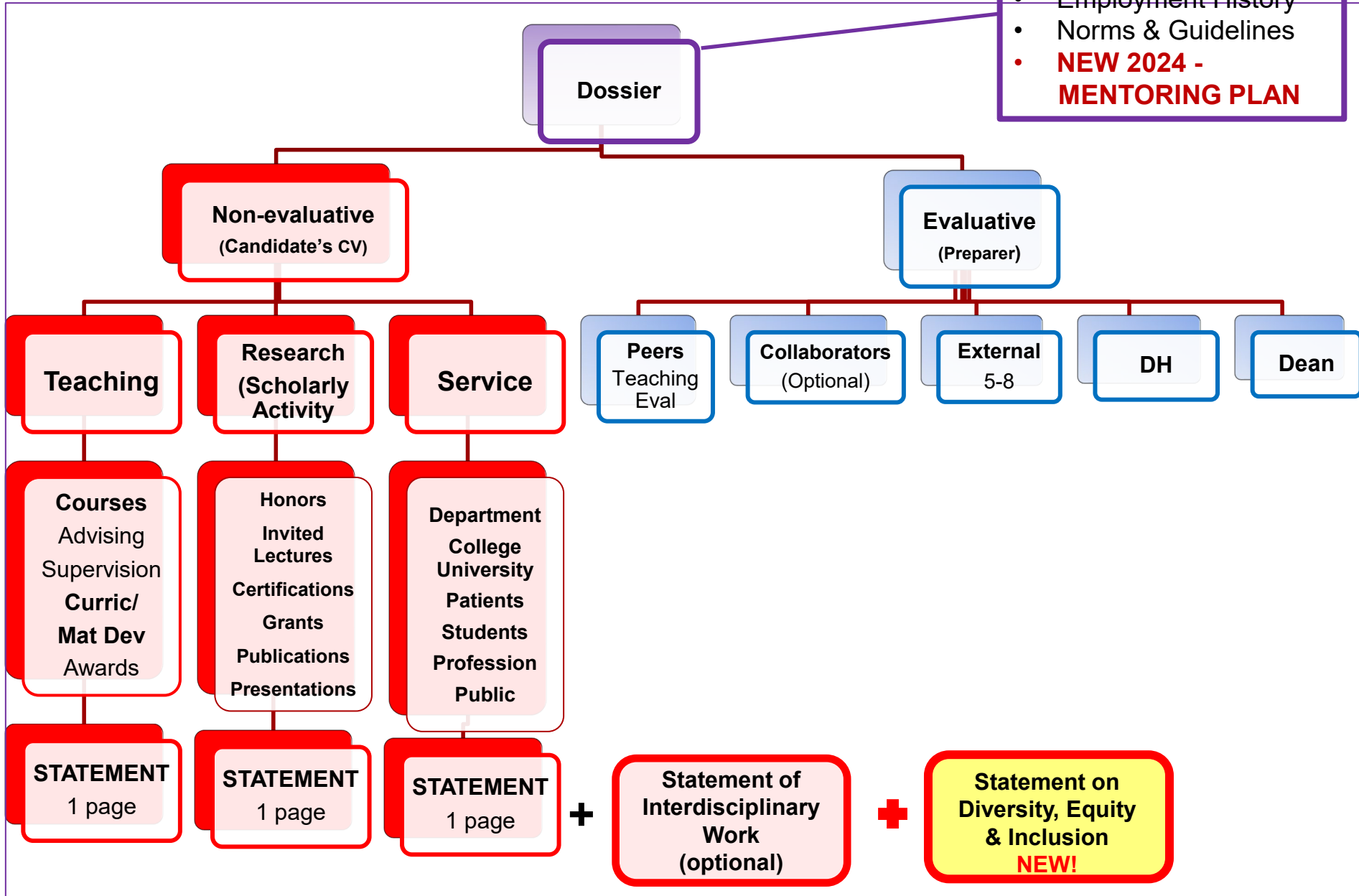   C. **Letters of Collaboration/Collaborator Attestation Form**
- If applicable (based on publications/grants); *ALL Ranks*
- Preparer will request these letters; may be external or internal collaborators
- **DISCUSS EARLY!**

    D. **Letters of Support** (optional, but recommended)
        Discuss early; can recommend names.

THE PROMOTION DOSSIER

- Education/Training
- Employment History
- Norms & Guidelines
- **NEW 2024 - MENTORING PLAN**

Dossier

Non-evaluative (Candidate's CV)

Evaluative (Preparer)

Non-evaluative branch

Teaching

Research (Scholarly Activity)

Service

Courses
Advising
Supervision
Curric/ Mat Dev
Awards

Honors
Invited Lectures
Certifications
Grants
Publications
Presentations

Department
College
University
Patients
Students
Profession
Public

STATEMENT 1 page

STATEMENT 1 page

STATEMENT 1 page

+

Statement of Interdisciplinary Work (optional)

➕

Statement on Diversity, Equity & Inclusion NEW!

Evaluative branch

Peers Teaching Eval

Collaborators (Optional)

External 5-8

DH

Dean

OTHER EVALUATIONS

ALL requests for evaluation are solicited <u>by the Preparer</u>.

- **Peer Evaluation of Faculty Teaching - Expected, especially for Clinical/Educational track faculty**

- **Letters of Collaboration** - required *if* evidence of significant collaboration in publications or grants

- **Letters of Support** (optional)

- **Courtesy Appointments** (if applicable)

Campus Workshops & Resources –

Office of Vice Provost for Faculty Affairs

https://faculty.uic.edu/hr/promotionandtenure/workshops/

Spring 2024 P&T Mentoring Workshops

P&T process from the <u>campus</u> perspective + **Q&A panel with Campus P&T Committee Members**

- Tenure Track Faculty

- Under-represented Faculty

- Mid-career Faculty

- Usually recorded (2023 recordings are still available on the website)

> **Tutorial Video:**
> *How to Prepare and Complete the Electronic File of the Dossier Forms*
>
> **HIGHLY RECOMMENDED** for P&T Candidates, Preparers, and Coordinators

Questions, Support & Guidance

COLLEGE OF DENTISTRY

(UIC) **Office of Faculty Affairs**

Wendy Cerny
cernyw@uic.edu

Jill Glascott
jillg@uic.edu

Alison Doubleday
adouble@uic.edu

Campus P&T Committee- Dentistry
Current- Praveen Gajendrareddy **praveen@uic.edu**
Former- Christine Wu **chriswu@uic.edu**

UPCOMING WORKSHOPS:

➢ **Presenting Teaching Activity – April 1, 12:30**

➢ **Conducting Peer Observation of Teaching– April 11, 12:30**

➢ **Dossier 101- Preparing the Forms – April 23, 12:30**