To Consider: Which changes in the P&T process do you think will improve retention and career advancement?

Summary of respondent characteristics (Details in Method Poster):
- N=13
- 7 men, 6 women

P&T stage:
- 3rd year retention review: 3 (1 M, 2 F)
- Promotion to Associate with tenure: 8 (5 M, 3 F)
- Promotion to Full: 2 (1 M, 1 F)

INTERVIEWED FACULTY SAID:

- “Putting together the dossier seemed to be an ad hoc activity, with accompanying anxiety and confusion. Having a trained consultant would be helpful in assisting faculty in thinking through and organizing the dossiers.”

- “I think what would be helpful is at the Annual Review meeting to sit down and say “here’s where I think you’re at. Here are some areas that could use some improvement. Here are some examples of standards.” I couldn’t quite put my hands on, “Well, what is ‘sustained effectiveness and teaching’?”

- “And because I don’t have a picture of what the bar is- just that I’m exceeding it- it’s very, very hard. With the absence of that information it’s been very hard to make decisions about work-life balance…the question is always, ‘well, will I still be able to make tenure if I don’t continue to push myself at this level?’”

- “One of the things that I think would have been helpful for me would’ve been more feedback in terms of how I was doing.”

Recommendations by Interviewees for Improving the P&T Process

- Improve precision of P&T procedures.
- Articulate a Philosophy of Promotion and Tenure in the University P&T meetings and convey this at the new faculty orientation.
- Assign a University or College level “dossier consultant” or provide a template.
- Create a library of exemplary dossiers for faculty to consult.
- Create a P&T Committee Tool Kit, modeled on the one used by search committees.
- Provide Department Head training on annual reviews as a feedback mechanism that relates progress to the Role and Scope Standards and encourages direct communication with the candidate.
- Centralize administrative support for P&T assistance and direct communication from the Provost’s office regarding due dates, events, forms and other information.
- Create writing groups and workshops hosted by the Center for Faculty Excellence to assist candidates in understanding Role and Scope Standards and in preparing their dossier materials.