

The background of the slide features a large, faint watermark of the University of Delaware seal. The seal is circular and contains a shield with the words 'GRAMM', 'METAPH', 'PHIOL', 'LOGICA', 'RHETOR', 'MATHEM', 'ETHICA', and 'PHYSICA'. Below the shield is the year '1743' and the text 'UNIVERSITY OF DELAWARE'.

# Strategic Approaches to Promotion and Tenure: For Assistant Professors Mid-Way Through Their Promotion Cycle

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# What is the UD ADVANCE Institute?

- Founded by an NSF ADVANCE Institutional Transformation award (2014-2022).
- Currently funded by the provost's office.
- Core work involves the development and dissemination of research-based initiatives surrounding faculty development and positive departmental climates.
- Programs and initiatives are for all faculty.

# Today's Plan

- Today's session is aimed at faculty who are mid-way through their path to associate professor.
- These slides provide some broad considerations to generate discussion.
- Following the brief slides we will have general Q&A and then divide into breakout rooms for more specific questions (TT vs. CT promotion).

# Some Basics

Familiarize yourself with the written documents:

- Section 4.4 of the UD Faculty Handbook (FHB)
- Departmental and college documents (see Provost's website)
- In addition to separate research, teaching and service statements, all dossiers must include a workload statement (FHB §4.4.5) and a COVID-19 impact statement (FHB §4.4.18)

Keep careful records:

- Maintain an updated list of your activities & accomplishments in all areas of your workload (teaching, research, service, as applicable).

# Learn as much as you can from others

Through interaction with your chair and colleagues develop a sense of expectations for achieving promotion and tenure.

- Review P&T documents and discuss standards with your department chair, mentor, or other colleagues.
- Seek samples of recent successful dossiers (within and even outside of your department).
- Take advantage of university-sponsored events and resources (UD ADVANCE panels & resources, ACHIEVE peer mentoring and programs, CT Caucus and CTAL events, etc.).

# Create a Professional Timeline

Create and regularly revisit a list of professional goals, with a timeline, to help you stay on track. For example:

- Outline specific research projects that you hope to complete
- Consider timing of publications or completion of book chapters
- Identify high impact outlets for your work
- Identify grants that will help to achieve your goals
- Discuss your timeline with your colleagues/mentor/chair
- Think strategically about your commitments

Ex: Prioritize service responsibilities that also help with advancement

# The Importance of External Letters

External letters are meant to serve as an impartial measure of impact.

- Strong letters can be especially useful for faculty whose research area/methods are unfamiliar to others in their department.

Letters should come from senior faculty that are

- at well-respected departments/programs/institutions
- widely recognized as experts in their field
- able to speak to the impact of your work but don't have an association with you that may disqualify them

According to the UD FHB, reviewers must be at or above the rank being pursued. Do your best to err in the direction of full professors.

# Build Bridges

Make yourself and your work known to potential letter writers (while keeping them at arm's length) and to senior colleagues at UD:

- Introduce yourself to senior people in your field
- Host speakers as part of your departmental colloquium
- Organize conference sessions, symposia, panels
- Share your work with senior colleagues; tell them how their work influenced your thinking



# The Utility of Pre-Tenure Peer-Reviews

Two- and four-year peer reviews serve the dual purpose of contract renewal and can act as a mentoring moment for:

- Establishing P&T standards and expectations
- Providing feedback on your progress towards promotion/tenure
  - what is working, areas for continued growth, or areas that need to be addressed
- Providing feedback on the dossier materials themselves

Departments vary in terms of what they ask reviewees to submit

- Mini-dossier format is a good option, if you have a say

## Tips for Preparing Your Narratives (Page 1)

Don't underestimate the power you have to control the narrative and this can go a long way towards a successful promotion:

- Provide an evidence-based argument/story and explain the significance of your work, awards, publications, invited talks, etc.
- Your statements should be persuasive, reader-friendly, brief, and to the point.
- When appropriate, use graphs, charts, or tables for visualization.
- Use bullet points to highlight accomplishments and break up the text.

## Tips for Preparing Your Narratives (Page 2)

- Use the sample dossiers you have collected as a guideline.
- Use peer review as an opportunity to draft and get feedback on your narratives.
- P&T committees above the department may not know the culture of your discipline. Let them know which metrics/standards are appropriate for measuring impact in your discipline.

# Thank You!

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