How can I be sure that I am doing “enough” to be successful in the promotion process?

- It is important for you to read the OSU Faculty Handbook which outlines the guidelines for promotion. You will need to have a clear understanding of what scholarship is and how it fits into your position. [http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines](http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines)
- Keep in mind that not all Professor of Practice positions are developed with the same needs in mind. This creates a great deal of variation in how the position functions. Gain a clear understanding of the intent of your position and why it is classified as it is. The following link will give you the history of the Professor of Practice position. [http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines#Practice](http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines#Practice)
- Utilize your Position Description to help guide the direction of your work.
- Ask your formal/informal mentors for feedback on your programs, VITA, and scholarship to ensure you are spending the proper amount of time in appropriate program areas.
- Ask direct questions and be willing to listen to feedback from your annual review. Regional Administrators and Extension Program Leaders are there to ensure you are on the right path headed towards a successful promotion.

What relationships are important for me to cultivate?

Relationships play a very important role in the promotion process. It is important to develop relationships on many levels to add value to your daily work and help with a successful promotion. Many people will be advocating for you and your program during your annual review as well as your promotion process.

**Local Community**

- There cannot be enough said about building strong relationships within your community. These partnerships will open endless doors for you and your program. This can be a very time consuming part of your job initially and will pay off in the long run. Local community partners as well as stakeholders may be asked to take part in your annual review process. They will also be the first to support you if your program is under question.
- Great partnerships can be formed within your own County Extension office and others in your Region. This is a great starting point for information and answers about your job, the university, and your community.
- Foster relationships with local government representatives, including County Commissioners. County Commissioners often play a role in the local annual budget process and have great influence at the state level. It is important that we all work together to ensure OSU Extension receives the support we need.
**Statewide**

- Become acquainted with colleagues who are doing the same work as you or have partnership potential in the future. Developing a network of colleagues within the university system is invaluable. Do not isolate yourself -- engage, be present and get involved from early on in your career. Joining state and national Extension program associations is a great way to engage.
- Regional Administrators/Direct Supervisors are your direct links to campus. They will make sure you are meeting requirements from a local, regional, state and college perspective. They understand the Extension program and have the ability to directly communicate and be your advocate if necessary. Clearly communicate your program and program needs with them. It is imperative that they have a clear understanding of your program and the work you do in your county.
- Extension Program Leaders also want to know and understand your program and you should feel comfortable communicating with them. The fact that they are located on campus should not intimidate you. Extension Program Leaders assist in your annual review and need to understand your successes and challenges in order to provide valuable feedback for you. Program leaders are located on campus and serve as a strong link between you and campus, they will be able to give you necessary guidance through the promotion process.
- Department Heads/School Heads also want and need to know and understand your program. They often coordinate the promotion process for your college. You should set up a time to visit and review your VITA with them. Inform them of your program successes and challenges and be open to their feedback and guidance.

**National**

- The broader your network, the greater the opportunity for partnerships and collaboration. It is important to develop relationships beyond our state as you may be asked to provide names of people who are willing to review your promotion packet during the external review process.

**Should I expect to be assigned a formal mentoring committee/mentor? Do I have a responsibility in the development of my mentoring committee/mentor?**

- You should have a formal mentoring committee/mentor assigned within three months of your hire date. While you are ultimately responsible for your success, this committee/mentor will be very helpful in guiding you through the promotion process. Understand that when a formal mentoring committee/mentor is assigned, it is the responsibility of these people to mentor you. Utilize this team to its fullest and do not feel you are imposing on them.
- If three months have passed and you do not have a mentoring committee or formal mentor assigned, communicate with your Regional Administrator and Program Leader immediately. Although the intent is to have a mentoring committee/mentor assigned to you early on in your new position, it can slip through the cracks. Advocate for yourself!
This is an important piece of the puzzle for your success in the promotion process and it is important to get off to a good start.

**In addition, you may have informal mentors.**

- You will benefit by networking with people who understand the university system, work in the same content area, or work on projects you would like to replicate. Although you will be assigned a formal mentoring committee/mentor, it is still very important to spend the time and effort in developing your own network of colleagues who can support you in your day to day work.

**What is appropriate scholarship for Professor of Practice positions?**

- The best place to start is to read the OSU Faculty Handbook. [http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines](http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines)

  Print it and make notes on things that need more clarification. Scholarship is unfortunately not a black and white concept. It is impossible to explain what scholarship might be for every Professor of Practice position. It will take time and effort on your part to understand how scholarship fits into your position and the expectations of your position.

- This “Professor of Practice: Approved standards and procedures for converting fixed-term faculty positions to Professor of Practice within the OSU Extension System”, approved by the Executive Vice Provost on October 3, 2014, has examples of scholarship that may be helpful: [http://extension.oregonstate.edu/sites/default/files/for-employees/employee-resources/program-evaluations/professor-of-practice-scholarly-outcome.pdf](http://extension.oregonstate.edu/sites/default/files/for-employees/employee-resources/program-evaluations/professor-of-practice-scholarly-outcome.pdf)

- Scholarship may look different for faculty in Professors of Practice positions. It may vary by “type” and possibly “volume” of scholarship. Scholarship for Professors of Practices positions often fall under applied research while Tenure-track positions often have expectations for basic research. While there are various opinions, definitions and thoughts around scholarship, for the purpose of this document, scholarship can be simply defined as:
  - **Applied research** is research that seeks to answer a question in the real world and to solve a problem.
  - **Basic research** is research that fills in the knowledge we don't have; it tries to learn things that aren't always directly applicable or useful immediately.

- Because scholarship is fluid, may vary by field, and is always evolving, you should have an open and ongoing conversation with your department and supervisor to make sure that you are on track with the scholarship being produced from your work.
• Be aware of the percentage of scholarship assigned in your position description. Work with your mentoring team as well as your Regional Administrator to gain a better understanding of what 5%, 10% or 15% scholarship means. Do not expect an answer that includes an exact number of publications or grant amount where you can check a box for what is expected of you. Instead, work with your leadership and mentoring team to develop a plan where you can incorporate scholarship in your work and be successful at promotion. Remember, it is important to diversify and utilize as many types of scholarship as possible. Gain scholarship through collaboration with colleagues, especially in the beginning of your career, then be willing to take the lead on projects as you gain more confidence. Be sure to develop an understanding of how to document scholarship within local programs so you get the most from your efforts when submitting your scholarship packet.

What are good examples of Scholarship?

• Publications in peer-reviewed journals which might encompass description and evaluation of novel community-based professional practice or research application. Examples of great publication in which to publish include:
  o Journal of Extension: http://www.joe.org/
  o Journal of National Association of County Agriculture Agents: http://www.nacaa.com/journal/
  o Journal of Education and Human Development: http://jehdnet.com/

These durable, web-findable materials may be augmented by other forms of peer validation such as the following:

• Invited presentations, poster and podium presentations, and published abstracts and/or proceedings at state, regional and national levels, provided that evidence of peer validation is provided.
• Documented impact due to local or regional adoption of improved practices, methods, or programs.
• Secured competitive grants and contracts appropriate for the scope and focus of the faculty member’s position.
• Named inventor of a protected intellectual property in the faculty member’s field.
• Recognition as a professional practitioner in community settings as demonstrated by
  o honorary degrees
  o awards recognizing community, professional and/or scientific achievements
  o fellowships in national professional and/or scientific organizations
  o Requests to serve as a technical advisor to government agencies, industry, or professional groups
What is the promotion timeline? What should I expect in the promotion process?

- Each college should have a detailed timeline for promotion. Make sure you have a current timeline from your college. It is helpful to set deadlines and dates in your calendar system to keep you on track with your timeline.

To gain a clear picture of what you can expect the process to look like refer to:

http://oregonstate.edu/admin/aa/faculty-handbook-promotion-and-tenure-guidelines#procedural

- It is highly encouraged for those in Professors of Practice positions make timely progress towards promotion. You will go through a mid-term (typically 3-year) review process, similar to a Tenure-track position. This review ensures that your dossier is current and properly formatted. Consider this your trial run for promotion. This review allows your mentoring committee/mentor to view your program and provide suggestions on what should be adjusted for a successful promotion. You are encouraged to apply for promotion from Assistant Professor to Associate Professor in your sixth year of employment. Promotion from Associate Professor to Full Professor will take an approximate 6-8 years after your first promotion.

What is an external review?

- Your promotion packet is sent to professionals outside of the state for review. This is another piece of the promotion process and you may be asked to provide several names of colleagues in other states who are familiar with your programs so these out-of-state contacts are very important.

How does a part time appointment affect my ability to be promoted as well as my timeline for promotion?

- If you have a part time appointment, your promotion timeline will be extended. Make sure you communicate with your Regional Administrator/Direct Supervisor so you understand the expectations and timeline.

If my mentoring committee/mentor and administrators feel I am ready, can I seek promotion before the 6-year mark?

- If you have prior experience or accelerated progress, promotion may be considered within a shorter timeline.

Does my promotion timeline change if I was transferred into this position? Do previous years of service count?

- If you were transferred from another position, it is important for you to seek answers because this will vary from employee to employee. It should be clearly stated in your Professor of Practice offer letter if prior years are considered for your promotion timeline. This determination may depend on the type of work you were doing in your previous title. If you had a scholarship component in your previous job description, prior years of service may count.
Work with your leadership team to get answers and to be sure you are all on the same schedule and have the same expectations.

**Do campus based faculty, administration, and promotion and tenure committees have a clear understanding of Professor of Practice positions?**

- This is a work in process. Professor of Practice positions are new and it is the responsibility of each college to educate Promotion and Tenure committees. Extension Program leaders are working to ensure the success of Professor of Practice faculty and university leaders are very aware and supportive of these positions. Efforts are being made to educate promotion committees so members understand the expectations of these positions.

**How can I be sure that my programs and assignments are in line with what is stated in my position description?**

- Pay attention to the percentages assigned to each position duty. Adjust your time accordingly depending on the weight of each duty.
- You may have a split/joint appointment (i.e.: your salary is supported by more than one college). If you have a split/joint appointment, plan programming according to the percentage assigned to each college/department.

**At what point can my position description be reviewed and revised? If it no longer meets the need of my community, should it be adjusted?**

- You should review your position description at each annual review. This is a time to speak up if you feel something does not fit or no longer meets the needs of your community. Your leadership and mentoring team will evaluate you and your program against your position descriptions to determine if your position description and/or program needs adjustment. The goal of OSU Extension and the implementation of Professor of Practice positions is to serve the needs of local communities. If you need to work outside of your position description to serve the current needs of your community, you must clearly communicate this to your Regional Administrator/Direct Supervisor.

*Developed by Shanna Northway*

*2015-2016 Leadership Development Program for Executives Project*

*Updated: November 21, 2016*