

## **P&T Good and Bad Practices**

Observations from Matt O'Donnell, Frank & Julie Jungers Dean of Engineering, University of Washington

### **Good**

- Clearly defined and published departmental promotion & tenure criteria – in general, every department should have well defined workload and service policies voted on by the faculty and published yearly.
- The department should make the difference between Class A and Class B letters clear to the candidate. The department should perform due diligence on the referee lists to ensure that there are no hidden collaborations.
- Describe all contributions of candidate to collaborations, including drivers on publications and fraction of funding (e.g., subcontracts).
- Candidate should note all publications with students – there should be a simple system to highlight publications with mentored students as the primary author – helps to monitor student mentoring activities.
- Candidate encouraged to provide citations to publications – can be commented, but information should be provided, especially for promotion to full professor
- Candidate encouraged to provide tech transfer information – looking for impact beyond the academy
- Candidate should distinguish between competitive and non-competitive funding
- Journal quality – each journal a candidate publishes in should be discussed by the department with its impact factor presented
- Evaluation of conference quality - each conference a candidate publishes in should be discussed by the department
- Government adoption – e.g., standards developed by the candidate that have been adopted by a government agency or standards organization – looking for impact beyond the academy
- Peer review of teaching, including classroom observation.
- Compare teaching evaluations for candidate to means and standard deviations within the department of evaluations in the same course.

### **Bad**

- Full professors are strongly preferred as letter writers – letters from associate professors often have to be interpreted.
- Letter writers should only come from top departments with stellar research credentials