

## **Recommendations for T&P Revisions to Build a Carnegie R1 Culture at UofM**

Achieving and retaining a Carnegie R1 status can bring many tangible and intangible benefits to UofM faculty, staff, students, local community, local businesses, and the state. UofM has been rapidly progressing and is on the verge of achieving a Carnegie R1 status in 2021. Slipping back from this status can lose critical momentum we have worked so hard to achieve. In the next cycle (for 2024 rankings), we need to break from the group of institutions on the boundary of Carnegie R1 classification who are always at the risk of slipping in and out of Carnegie R1 status in each cycle of classification renewal.

Solidifying our Carnegie R1 status will only be achieved by a continuous improvement in our Carnegie R1 score. Currently, the annual metrics consist of external funding, number of doctoral graduates, number of postdoctoral research staff, and (expected to include) citations to published works. These four metrics are measured both at the aggregate university level and per capita over tenure-track or tenured (TT) faculty. The recommendations from this taskforce are aimed at creating a Carnegie R1 culture at UofM by recognizing and rewarding faculty productivity that directly contributes to the four Carnegie R1 metrics. The committee's recommendations consist of two major components.

### **Recommendation 1: Aligning T&P Guidelines to a Solid R1 Institution**

As faculty productivity is primarily evaluated using T&P guidelines, the first recommendation is to review and revise, if need be, the current T&P guidelines of each unit so that it explicitly recognizes contributions to Carnegie R1 metrics, while remaining consistent with the discipline-specific culture.

Carnegie R1 classification is currently based on [three key metrics](#) (1) R&D expenditure (2) number of doctoral graduates, (3) number of postdoctoral research staff, and expected to include (4) number of citations in subsequent iterations. To align the T&P guidelines of each unit to Carnegie R1 culture, the taskforce recommends that the respective T&P committees include language that recognizes and rewards faculty contribution to these first three (and if added to Carnegie R1 metrics, the fourth metric). To get a sense of the potential revisions, this taskforce reviewed model R1 institutions at large public and urban research universities. To accommodate the diversity of disciplines and a lack of accessibility of current T&P guidelines at many institutions, various approaches were used to determine model R1 institutions. For example, institutions whose [Carnegie R1 ranking](#) is 100 or better or have been ranked Carnegie R1 for multiple recent cycles were considered a model R1 institution. After creating such a list for each unit, members, then, reviewed their T&P guidelines (if accessible publicly or by requesting a copy) towards identifying criteria, where available, for recognizing faculty contributions toward the Carnegie R1 metrics.

The taskforce noted that T&P guideline revisions are already underway or have recently been made in several units that explicitly recognize faculty contributions to a subset of Carnegie R1 metrics. The taskforce also noticed that no units reviewed by the taskforce had clear language and objective criteria that matched criteria used by comparison schools for all these four metrics. The sustainability of UofM's Carnegie R1 status, however, depends on being able to consistently perform well on these four metrics. Below are examples of revisions that can be considered to better align departmental/divisional T&P guidelines at UofM to a solid Carnegie R1 institution. Based on our review, the taskforce expects that several units can consider or build upon some subset of the following recommendations.

- In units that recognize peer-reviewed publications, language may be added to recognize the quality of publication venue or the citations to previously published works. Citation indices of publication venue (e.g., h5-index from Google Scholar or Impact Factor) and acceptance rates may be included to indicate their quality and likelihood of future citations.
- For publications, faculty receive similar recognition for published works that are led by them, their mentored students, or postdoctoral scholars.
- In units with a doctoral program, faculty receive explicit recognition for chairing, or serving on, a doctoral dissertation committee, as it involves substantial time and effort and contributes to a key Carnegie R1 metric.
- To encourage grant submission and acknowledge the time and effort needed to prepare and submit grants, language may be added to recognize grant submissions.
- In units that already recognize external funds, new language may be added to recognize the effort needed to bring in and supervise grants that fund students, postdocs, and staff, and involve collaborations with other faculty in the same or different disciplines.
- As the number of non-tenure-track postdoctoral research staff is one of the four Carnegie R1 metrics, funding and mentoring of postdoctoral research staff can be explicitly recognized.

## **Recommendation 2: Promotions Beyond Full Professor**

The second recommendation is to create new post-professor ranks to provide full professors opportunities to aim for new career milestones that can drive sustained faculty productivity and reward contributions towards Carnegie R1 metrics with both prestige and salary increment for a new rank.

We propose three new ranks. As is the case with promotion from Assistant to Associate and from Associate to Full Professor, each promotion comes with both a new title and (e.g., 7%) increase in salary.

1. University Professor – Eligible after 5 years in Full Professor rank
2. Distinguished Professor – Eligible after 5 years in University Professor rank or 10 years in Full Professor rank
3. Distinguished University Professor – Eligible after 5 years in Distinguished Professor rank or 15 years in Full Professor rank

### **Minimum Criteria for Promotion to the three new ranks:**

Full Professors, not holding chairs of excellence, can apply for these ranks if they meet these criteria. Exceptions to these minimum qualifications can be recommended by the President to the Board of Trustees if the applicant's performance is exemplary in some way. These criteria build upon the minimum criteria currently set forth in the faculty handbook for promotion to Associate and Full Professor ranks.

#### **University Professor (UP):**

- At least 5 years of professional experience in the rank of full professor in their discipline
- Eminence and international recognition in their discipline for scholarly achievements
- Has demonstrated significant leadership in raising the standards of their department with respect to teaching, research or creative activity, and service
- Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility

Distinguished Professor (DP):

- At least 5 years of professional experience in the rank of university professor (or 10 years in the rank of full professor) in their discipline
- Internationally-recognized as a leading expert in their discipline for scholarly achievements
- Has demonstrated significant leadership in raising the standards of their college/school with respect to teaching, research or creative activity, and service
- Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility

Distinguished University Professor (DUP)

- At least 5 years of professional experience in the rank of distinguished professor (or 15 years in the rank of full professor) in their discipline
- Internationally-recognized for extraordinary scholarly achievements
- Has demonstrated significant leadership in raising the standards of the entire institution with respect to teaching, research or creative activity, and service
- Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility

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