Abstract

This project will identify changes--and a roadmap to implement those changes--that could be made to Promotion & Tenure (P&T) guidelines to enhance recognition of scholarly works that promote and support openness, equity, diversity, and inclusion. The focus will be on academic institutions in Maryland and will serve as a model that could support a larger scale investigation.

The methodology is a survey of faculty at Maryland higher education institutions, and the Delphi method with a panel of diverse Maryland experts on the P&T process. Experts will be recruited from partner institutions as well as survey respondents. The outcomes of this project will include a summary of survey results, and a summary of the Delphi method discussion and conclusions, and a document describing 1) What the process for evaluating scholarly output should look like in the future 2) Forces for change and methods of overcoming barriers to change 3) A roadmap for the change process 4) Limitations of the research and next steps.

Project Proposal

Research Objectives

This project will identify changes--and a roadmap to implement those changes--that could be made to Promotion & Tenure (P&T) guidelines to enhance recognition of scholarly works in ways that will promote and support openness, equity, diversity, and inclusion. The focus will be on academic institutions in Maryland and will serve as a model that could be applied to a larger scale investigation.

Research Questions

This research will evaluate current P&T systems and define how a more open, inclusive and equitable system might operate. This project will also develop a “roadmap” for change, including anticipated challenges, methods for overcoming barriers, and key players for driving change.

Specific questions, including several identified from the *Open & Equitable Scholarly Communications Report (p.19),* will be addressed:

- What are the current shortcomings of P&T systems at our respective institutions, particularly related to supporting openness, equity, diversity, and inclusion?
- How has/should the emergence of open scholarship be considered within P&T systems?
- What additional types of intellectual products should be considered as part of an evaluation of a scholar’s contributions?
- How is unconscious bias controlled for within the review process, if at all?
- What are effective ways for librarians to influence these kinds of changes?
- Are there disciplines that might be leaders in these efforts?
- What professional associations, publishers, or others are currently working toward change for evaluating scholarly communication?

- What are the barriers to change and what are strategies to overcome them?
- What are the forces that drive effective change?

Planned Research Activities

The methodology includes a survey targeted at Maryland academic institutions and other professional groups (e.g., publishers) and facilitated group discussions. To help foster dialog and discussion, we will conduct a Delphi exercise as part of two in-person meetings. The first meeting will host representatives from half of the partner institutions and experts; the second will bring together the remaining partners and experts. By breaking these into two smaller meetings, we ensure time for everyone to contribute in meaningful ways. As we anticipate each meeting lasting at least four hours, the budget includes a request for catering.

Principal Investigators: Oversee the literature review; lead the kickoff meeting and facilitate the Delphi meetings; ensure project activities are completed on time, and report to the funder.

Project Supervisor: Approve project proposal, final research design, and final report.

Project Team: The following libraries and their respective institutions will serve as partners on this project:

- Albin O. Kuhn Library, University of Maryland Baltimore County
    - Carolyn Sheffield, Associate Director, Technology & Digital Strategies (PI)
    - Michelle Flinchbaugh, Digital Scholarship Services Librarian (PI)
- Albert S. Cook Library, Towson University
    - Adam Zukowski, Metadata Librarian
- Robert L. Bogolmony Library, University of Baltimore
    - Carolyn Cox, Senior Integrated Digital Services Librarian
- University Libraries, University of Maryland College Park
    - Gary W. White, Associate Dean, Public Services

- Hopkins Libraries, Johns Hopkins University
    - Robin N Sinn, Coordinator, Office of Scholarly Communication
    - Caitlin Carter, Scholarly Communication and Open Access Policy Fellow
- Library, Archives & Media Center, St. Mary's College
    - Katherine E. Pitcher, Director

From each partner institution, we will seek participation from: A librarian representative (listed above); a leader in the Provost's Office or other administrator; Faculty from a variety of disciplines (e.g., arts, humanities, sciences). Partner institutions will be encouraged to involve a diverse group of representatives from their institution. PIs will lead the project team with oversight from the Project Supervisor. Project Team activities include consulting on survey design; participating in kickoff and Delphi method meetings; reviewing project progress, literature review, survey results, outcome of Delphi method, and final report. Work will be primarily conducted online.

Expert Participants: In addition to partners, we will recruit 5-6 professional experts, via the survey, for participation in the Delphi meetings. These experts will represent perspectives from publishers, professional organizations, and other relevant groups. We will consider racial, ethnic, and gender diversity in inviting individual participants.

Graduate Student: Conduct the literature review under the guidance of the PIs.

IRB Review: This research is exempt from UMBC IRB review, which applies only to research "...obtaining private information or biospecimens… used, studied, or analyzed to generate identifiable private information or identifiable biospecimens." We will track and respect participants' preferences regarding anonymity and attribution.

Project Timeline

	MONTH / YEAR											
ACTIVITY	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20	9/20	10/20	11/20
Initiation												
Form Project Team												
Schedule, plan, and host kick-off meeting												
Literature Review												
Hire graduate assistant												
Conduct literature review												
Finalize literature review												
Distribute literature review to project team												
Survey												
Design Survey												
Feedback on Survey Design												
Finalize and distribute survey												
Collect survey responses												
Review results and write summary												
Distribute summary for feedback												
Delphi Method												
Idenitfy additional participants for Delphi method meetings												
Recruit additional participants												
Develop Delphi method questions												
Collect feedback on Delphi design												
Schedule, plan, and host Delphi meetings												
Write summaries and conclusions of Delphi meetings												
Review summaries and conclusions												
Wrap Up												
Discuss conclusions for the project report												
Write the project report												
Review the project report												
Submit final report												

Project Outcomes and Plans for Dissemination

The outcomes of this project will include summaries of and conclusions from survey results and the Delphi method discussions, and a document describing:

1) Recommendations for evaluation of scholarly output
2) A roadmap for the change process including forces and methods for change
3) Limitations of the research and next steps.

Librarians and team members will present and publish on this research. Following the grant period, we will investigate and report on whether any of the recommended changes are adopted at any Maryland institutions.

Benefits of this Research

This research will provide a vision of the P&T process that is more open, equitable, and inclusive. It will identify current barriers and define a roadmap for achieving successful changes.