Roadmap to the Future of Promotion & Tenure
Maryland Statewide Survey of Tenured & Tenure-Track Faculty

Executive Summary

A survey designed to discover faculty values in promotion and tenure (P & T) was sent to representatives of Maryland higher education institutions with tenure and they were asked to distribute the survey to their faculty. The survey was not distributed at all qualifying institutions, and where it was distributed, each individual faculty member decided to respond or not, so that the survey population was a self-selected unrepresentative sample. There are more than 3,000 full and part time faculty in Maryland, and only 175 completed the survey, making the sample size not statistically significant.

Survey participants were asked several demographic questions ranging from their status at their university to their sexual orientation. Seventy percent of survey participants have tenure, and thirty percent are tenure-track. Those not eligible for tenure were not eligible to participate in the survey. Most survey participants are full professors, and most others are associate or assistant professors with only a few in other categories. Approximately half of the participants are in the arts & humanities or social sciences. Ninety percent of participants identify as man or woman and seventy-eight percent as heterosexual. Sixty-four percent of participants are white, and the next largest group of answers on race was "prefer not to answer." The majority of participants are between the ages of 30 and 69. There were no questions about religion included in the survey.

	Diversity	Inclusion	Equity	Openness
Should A great deal / Required	**12.78%**	**10.45%**	**14.18%**	**8.27%**
Should A Lot	**10.53%**	**14.18%**	**11.94%**	**16.54%**
Should a Moderate Amount	**9.77%**	**8.21%**	**8.96%**	**17.29%**
Should A Little	**-13.53%**	**-14.18%**	**-16.42%**	**-15.79%**
Shouldn't at all	**-19.55%**	**-18.66%**	**-18.66%**	**-26.32%**

	Open Access	Paywall
Should A great deal / Required	11.50%	**-7.14%**
Should A Lot	7.96%	**-3.57%**
Should a Moderate Amount	17.70%	**18.75%**
Should A Little	-7.96%	**2.68%**
Shouldn't at all	-29.20%	**-10.71%**

The next set of questions asked participants how much diversity, inclusion, equity, and openness are currently valued in the promotion and tenure system, and how much they should be valued. As a whole, respondents believe that these factors should be more valued in P & T. This was most pronounced with openness—seventy-nine people indicated that it's currently valued a little or not at all with 110 people believing that it should be valued moderately, a lot, or greatly. Another group of questions asked how much inclusiveness is valued and should be valued in the classroom, on committees, and in regional or national service. Like the previous question, participants believe that these factors should be more valued in P & T. Additional questions asked about open access content and paywall protected content, again asking participants to indicate how much they're currently valued and how much they should be valued. As with the question mentioned above on openness, responses to this question indicated a strong belief among participants that open access publications should be valued more, with most participants believing it should be given a

moderate amount of value. However, participants were split between thinking that paywall protected content should be valued more or less.

Additional questions asked about support to help people from underrepresented groups to succeed in P & T, about the diversity of P & T committees, and about unconscious bias. Most survey participants indicated that all faculty are offered the same support in P & T, and only about twenty-six percent indicated support for underrepresented groups was available or available on request. Forty three percent of respondents indicated that a good faith effort is made to ensure review committees are diverse, but more than half of those indicated the diversity of the pool of reviewers is limited. **Forty-eight percent of reviewers have felt that unconscious bias has played a role in P & T.**

One set of questions asked about how different formats of research output are currently valued and how they should be valued More than a quarter of respondents thought that technical reports, websites, and social media are currently under-valued in the P & T process. Many respondents also considered working papers, creative works, and exhibitions under-valued, and many considered published articles to be over-valued.

Difference between how it should be and how it is

	Published Books	Published Articles	Books in Press	Articles in press	Preprints	Conf. papers, pres.,	Working Papers	Technical Report	Creative Works	Exhibitions	Websites	Social Media	Other
A great deal/ Required	-2.40%	-16.48%	5.33%	2.59%	3.75%	1.62%	-0.83%	2.65%	1.09%	1.07%	2.64%	0.88%	2.50%
A lot	12.44%	9.34%	15.82%	6.39%	0.79%	1.30%	2.07%	8.02%	6.44%	3.05%	4.44%	3.66%	7.17%
A modera	-1.55%	7.82%	-1.25%	-0.08%	8.97%	6.19%	20.54%	11.64%	14.29%	15.07%	10.63%	18.54%	6.84%
A little	-6.24%	2.57%	-15.79%	-6.46%	-2.37%	-5.26%	-1.85%	3.85%	-2.99%	-3.01%	10.74%	11.24%	3.46%
None at a	-2.25%	-3.25%	-4.10%	-2.43%	-11.15%	-3.85%	-19.93%	-26.17%	-18.83%	-16.18%	-28.45%	-34.31%	-19.97%

The final two survey questions were about barriers to change and drivers of change. The majority of participants believe the most effective driver of change is a mandate from university administration . Discussions and decisions at the departmental level were also identified as an effective change driver by the majority of participants. The most significant barrier to change identified is the perception of what others in the field think should or shouldn't be rewarded. Peer pressure to conform with the norms of the field is also valued greatly or a lot.

	Extremely Effective	Very Effective	Moderately Effective	Slightly Effective	Not Effective
Mandates from university administration	30.77%	23.08%	25.64%	9.40%	11.11%
Discussions and decisions at the department level	17.95%	32.48%	27.35%	15.38%	6.84%
Individual faculty advocating for change	2.56%	17.95%	22.22%	30.77%	26.50%
Pressure from professional societies	10.26%	29.91%	30.77%	18.80%	10.26%
Facilitated discussion on how DEIO relates to P&T	6.90%	17.24%	42.24%	21.55%	12.07%

Drivers of change

	Currently Valued Greatly/ Required	Currently Valued A Lot	Currently Valued Moderate	Currently A Little	Currently Not at all
Personal or organizational vested interest in the current process	27.35%	31.62%	25.64%	5.98%	9.40%
Perception of what others in the field think should and shouldn't be rewarded	48.00%	32.00%	9.33%	10.67%	0.00%
Perception that valuing works different than other institutions will harm mobility and careers	18.97%	25.86%	23.28%	14.66%	17.24%
Peer pressure to conform to the norms of the field	32.48%	30.77%	21.37%	8.55%	6.84%
Other	23.33%	16.67%	16.67%	0.00%	43.33%

The most important trends include:

- 48% of respondents think that unconscious bias has played a role in P & T at their institution.
- 26% of respondents believe openness is under-valued in P & T
- Respondents see particular formats of research output are under-valued in the P & T process:
    - Technical reports - 26% of respondents
    - Websites - 28% of respondents
    - Social media - 34% of respondents