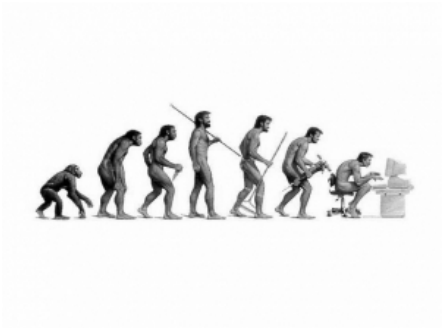
How to Demonstrate Excellence in Scholarship in Your P&T Dossier

Telling the Story of Your Scholarly Impact

Agenda

- Defining Scholarship
- P&T Guidelines
- Quality and Quantity
- Telling Your Story
- Tips for Staying Productive



Tip #1

- Start early.
  - Make a plan of scholarly activity
  - Monitor your progress at least annually
  - Make changes to your practices to improve your success

P&T Guidelines

- Criteria for Tenure & Promotion to Associate
  - "excellent in teaching" AND
  - "excellent in scholarship" AND
  - "demonstrate continuing meaningful contributions in service"
- A positive tenure decision **cannot** be granted based on Outstanding **Scholarship** without the candidate satisfying "Excellence in **Teaching**"
- A positive tenure decision **cannot** be granted based on Outstanding **Teaching** without the candidate satisfying "Excellence in **Scholarship**"

Defining Scholarship

Scholarship is a ***process*** of **:**

- principled inquiry
- on topics of relevance
- resulting in products
- that are judged to have merit or value by one's peers

Diamond, R. M. (2002). Defining scholarship for the twenty-first century. New Directions for Teaching and Learning, 2002 (90), 73 – 80.

Defining Scholarship

Ernest Boyer's Model of Scholarship (1990):

- The Scholarship of Discovery
  - What new or revised theoretical principles and models can be identified?
- The Scholarship of Integration
  - How does one fit one's own research or the research of others into larger intellectual patterns?
- The Scholarship of Application
- How can knowledge be responsibly applied to consequential problems? How can it be helpful to individuals and institutions?
- The Scholarship of Teaching
  - How does one effectively transfer knowledge and understanding to learners?

Boyer, E. *Scholarship Reconsidered: Priorities of the Professoriate*. Princeton, N.J.: The Carnegie Foundation for the Advancement of Teaching, 1990.

Tip #2

- Know thyself.
  - Be prepared and able to **clearly** explain **how** your research
    - discovers new knowledge,
    - integrates knowledge from various perspectives to inform the discipline,
    - or applies knowledge using a principled, reflective, and/or creative approach

P&T Guidelines

- Excellence in scholarship is evidenced by an agenda of inquiry that has resulted in published scholarly or creative works of high **quality**. Excellence in scholarship is also **evidenced** by a record of works involving the scholarship of **discovery**, the scholarship of **integration** and **interpretation**, and the scholarship of **application** and **artistic creativity**.

Tip #3

- Let Teaching be Teaching.
  - Use the scholarship of Teaching and Learning (SoTL) to justify excellence in Teaching
  - A handful of SoTL work may not be recognized a scholarship in **your discipline**

Quantity

- How many publications do I **need** to have for P&T?
  - Departmental Bylaws
  - Department Chair
  - Colleagues who have been promoted and tenured in the past few years
- Continuously pursuing an active line of inquiry
  - Conferences, grant submissions, graduate and undergraduate research

Quality – Quality - Quality

- Recognized by Peers
  - Quality of Venue (Publication Outlet)
  - Citations
  - Prestige
    - Recognition by Professional Societies
- Useful
  - Practically, Professionally, and in Discipline
- Difficult to Produce
  - Scarcity Increases Value
- Viewed as Acceptable

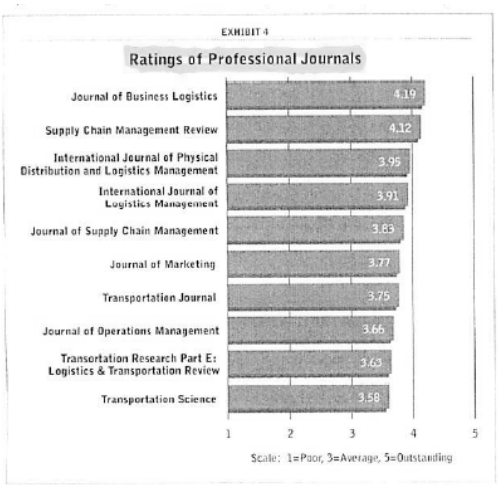
Demonstrating Quality

Individual Pieces of Work

- Publication Outlet (Venue)
  - Institution for Scientific Information; Journal Citation Reports
    - **Impact Factor** = Number of Times (2 yr.) Items Cited / Number of Citable Items
  - Journal Ranking
    - Reference Category (All vs. Field vs. Subfield)
    - Journal-Ranking.com; eigenFactor.org
  - Prestige (Peer Review)
  - Difficulty
    - Rejection Rates
    - Selectivity

Example

- Robert Frankel



Example

- Jeff Michelman

Table 2: Journal quality of published articles

Jeffrey E. Michelman Citation Summary	# of Citations	Journal Discussion
1. Andersen, Seth, **Michelman, Jeffrey** Johnson, Raymond and Quick, Kristie, (forthcoming), "Rate Setting and Disclosure in Continuing Care Retirement Communities (CCRCs)," Journal of Health Care Finance.	0	Ranked number 25 out of 76 journals (Harvard Business Review was ranked #1) for as a practitioner-oriented journal and 58 out of 58 journals (Harvard Business Review was ranked #46) from all sources based on citations (Taylor , et., al., 2007); Shewchuk, (2006) ranked the journal 24 out of 34 using a knowledge quotient analysis (New England Journal of Medicine was #1) and number 3 of 3 in the healthcare finance cluster. Williams et. al., (2002) ranks the journal as a tier 5 "B" journal and #25 of 54 journals evaluated with respect to quality. They also rank it 14 out of 54 with respect to relevance.

Tip #4

- Look Early and Everywhere.
  - Record impact factors in Annual Reports
  - Plan to spend some time combing the internet and library
  - Use multiple sources of citations and impact factors

Demonstrating Quality

Individual Pieces of Work

- Citations
  - Find All Citations
    - Web of Science
    - Google Scholar/ Google
  - Discuss/Refer to Important Citations
    - Represents Extension of Your Work
    - Part of a National Dialogue
    - Used in Relevant Ways
    - International recognition

Example

Jeffrey E. Michelman, Ph.D.
Quality of Scholarship
September 22, 2007

Table 1: Journal quality of publications citing 4 most frequently cited articles[1]

		Total Citations	
Gleydura, Andrew, **Michelman, Jeffrey** and Wilson, C. Nick, "Multimedia Training in Nursing Education," Computers in Nursing, (July/August 1995) 13:4, pp. 169-175.			35
	Computers Informatics Nursing	6	
	Journal of Advanced Nursing	1	
	Journal of Nursing Education	2	
	Information & Management	1	
		10	
Covaleski, Mark and Dirsmith, Mark, **Michelman, Jeffrey**, "An Institutional Perspective of Case Mix Accounting Systems and Health Care Organizations," Accounting, Organizations and Society, 18:1 (January 1993), pp. 65-80.			126
	Contemporary Accounting Research	2	
	Accounting, Organizations and Society	13	
	Management Accounting Research	18	
	Behavioral Research in Accounting	1	
	Critical Perspectives on Accounting	6	
	MIS Quarterly	1	
	Accounting, Auditing & Accountability Journal	18	
	Financial Accountability and Management	6	
	European Accounting Review	9	
	The British Accounting Review	2	

Demonstrating Quality

Program or Body of Work

- Impact Relative to Other Work in the Field
  - Is your work cited with prestigious others or above prestigious others?
  - Is your work cited frequently or commonly among a group of researchers within a sub-discipline?
  - Is your work pivotal within the field?
    - Show change from before to after

Demonstrating Quality

Program or Body of Work

- External Letters; Look for scholars who:
  - Cite (or appreciate) your work
  - Do not have a conflict of interest
    - Consider those who have published with your mentor, but not with you
  - Understand how your work relates to the field
  - Are humble

Tip #5

- Network, Baby!
  - Present at conferences
  - Consider a Symposium
  - Introduce yourself to those who do similar work
  - Email correspondence

Demonstrating Quality

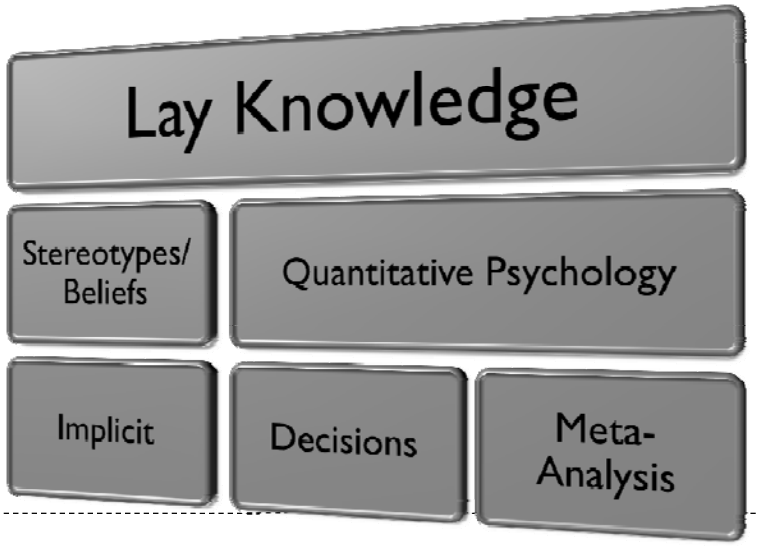
Program or Body of Work

- Recognized by Others
  - External Grants and Awards
    - Prestige and Amount Matter
  - Internal Grants and Awards
    - Outstanding Scholarship Award
    - Summer Research Grants
    - TLO Funding

Statement Organization

- Organize the statement
  - Model or Organizing Structure
  - Use Subheadings and Language (First, Second)
  - Summarize
- Be Clear
  - Cite Background Work
  - Show Path of Progress
  - Avoid or Explain Jargon
- Be Concise

Research Interests



Example

- Robert Frankel

Quick Overview

- Twenty-six refereed journal articles (two forthcoming)
- One book (multiple authors)
- Four monographs
- Three cases (in a textbook)
- One book review
- Eight refereed international and/or national conference papers
- Nineteen conference presentations
- Two non-refereed journal articles
- Nine non-refereed conference papers
- Coggin College of Business *Award for Outstanding Researcher, 2003-2004, 2004-2005 and 2005-2006* (my first three years at UNF)
- Designated as Research Associate in College's Center for Business Studies (CIBS) Research Faculty
- Consistent record of research funding

Tip #6

- Get Feedback.
  - Have your scholarship statement reviewed by at least two people in your area
  - Have at least one person outside your area read your research statement
  - Plan time for revise and resubmit

Tips for Staying Productive

- Make writing a habit.
- Set goals and review those goals with others.
- Avoid emotional pitfalls.
- Be protective of your time.
- Connect teaching and research.
- Reflect on your scholarship often.
- Change paths when necessary.