Strategies to Help with Promotion to Full Professor

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Paths to Full Professor

• There’s not one path
• Institutional perspectives differ
• Follow your own path
  • but we all know the basics:
    ✓ Leadership in Research
    ✓ Excellence in Teaching
    ✓ Visibility of Service

• This can be the best job in the world …
  do what you love and love what you do!
Promotion Criteria at University of Hartford

• **College Criteria**
  - Sustained and distinguished performance in teaching
  - Sustained and distinguished performance in scholarly activity
  - More than adequate service
  - Recommendations for promotion to Professor depend primarily on a candidate's performance as an Associate Professor.

• **University Criteria**
  - Distinguished scholarship, or exceptional creativity
  - Outstanding teaching ability
  - A minimum of three years is ordinarily required in the rank of Associate Professor
Promotion Process at University of Hartford

- Chair’s written evaluation to College P&T and Dean
- College P&T Committee’s Recommendation to Dean
- Dean’s recommendation to Provost’s P&T Committee
- Provost’s Committee Recommendation to Provost
- Provost’s Recommendation to President, stating reasons in case of a negative recommendation
  - In case of a negative recommendation, the Provost informs the candidate of the right to appeal
- President’s Recommendation to the Board of Regents
  - If candidate makes use of the appeal process, the President’s recommendation is delayed
Promotion Criteria at Siena College

• Continue to exhibit professional competence
• Establish a record of *excellence* in teaching
• Recognition by peers *outside of the College* as having a consistent and significant record of scholarship
• Consistent and significant contributions in service *to the College*
Promotion Process at Siena College

• Everyone must do student evals and 3 year post tenure reviews
• Submit promotion dossier to department
• Department votes and recommends or rejects
• Dean recommends or rejects
• College-wide status committee recommends or rejects
• President recommends or rejects
• Board of Trustees makes final decision
Duke University – Teaching Positions - PoPs

• Professor of the Practice (PoP) track
  • Teaching faculty at a research institution
  • Focus on Education in the Discipline
  • Don’t have to do research, could be in your discipline education
  • Excellent teacher
  • Assistant PoP, Associate PoP, Professor of Prac.
  • Not tenure-track, on contracts, get longer

• 20% of Arts & Sciences Faculty are PoPs
Promotion Criteria at Duke University – Teaching Positions

• Department Criteria for PoP
  • Extensive Teaching Experience with excellence in teaching
  • Substantial and Continuing Service record in Department educational and admin activities
  • National Leadership in computer science education and professional activities
    • Example – Leadership in national committees, authorship of highly-regarded textbook

• University Criteria
  • lets departments define the criteria in their bylaws
  • Continuous high-quality performance in 2 of research, teaching and service
Promotion Process at Duke University for PoP

- Considered if requested by Candidate
- Chair forms committee
- Candidate prepares
  - teaching, research, service statements
  - top 10 list of most important contributions
  - Full CV
  - Course syllabi
- Department prepares
  - Course Evaluations
  - 6-12 letters from nationally recognized experts
- Dept makes recommendation
- Through University to Provost
When is the right time?

• Unlike for tenure, there is typically no fixed clock
  • Roughly six years
    • four years would be fast
    • eight years would be slow
    • some data shows women take longer

• Assess your case before going forward
  • Solicit input from senior colleagues and department chair (with CV in hand)
  • Study recent successful cases
  • If the answer is not now, ask about weakness
Promotion to Associate vs. Promotion to Full Professor

• You have tenure!
  • take advantage of the freedom
  • but there are still risks

• Expected to do more in quality and quantity

• Visibility and leadership, both internal and external, are critical

• How does your work impact the field?
Promotion Criteria: Teaching

Teaching includes, but is not limited to:

• Teaching effectiveness
• Teaching methodology
• Course development
• Curriculum design/development
• Counseling and advising
• Classroom performance
• Knowledge of discipline
Promotion Methods of Evaluation: Teaching

Methods for evaluating teaching performance:

- Student ratings of instruction
- Contents of teaching portfolios (syllabi, exams, assignments, etc.)
- Peer review
- Performance of students in subsequent courses
- Superior teaching, which is innovative or demonstrates extraordinary diligence or ingenuity is rewarded
- Teaching awards
- Dissemination of innovative pedagogy
Improving Teaching Case

- Carve out some leadership role in department curricular issues—articulate your own interests
  - coordinator for a course
  - curriculum review
  - incorporate new technology or pedagogy in classroom
- Improve teaching evaluations
  - take advantage of teaching workshops offered at your institution
  - have other faculty sit in and give suggestions
- Mitigate grading stress
  - don’t “over grade” assignments
- Advise honors or undergraduate research experiences
Outstanding Teaching

• Don’t just keep teaching the same thing
  • the same course
  • the same content

• Innovate courses that need it
  • Curriculum reform is essential
    • our field changes rapidly
  • but don’t take on too much at once
    • be smart about the number of new preps
  • explore opportunities for team teaching

• Be visible ... be present!
Teaching may lead to Educational Scholarship

- Teaching may lead to
  - Online Curriculum Materials
  - Textbooks
  - Software
  - Publications
  - Grants

- Visibility
  - Faculty Adopters using your materials
  - Google Analytics
  - Document
Promotion Criteria: Scholarship

Creative scholarly activity includes

- Disciplinary research
- Scholarship of application
- Scholarship of teaching
- Supervising student research or projects
- Peer-reviewed publications
- In CS: Peer-reviewed conferences – include acceptance rate
- Invited presentations
- Grants (written and received)
- Awards (not required, but acknowledged)
- May also include consulting, maintenance of professional qualifications and work towards filling a void in the department
Promotion Methods of Evaluation: Scholarship

Methods for evaluating scholarly activity

- Continuous history of activity is more important than a short period of intense activity
- A portion of the faculty member’s research must be published in journals of significant quality
- Evaluation likely from letters from experts
  - Let experts know about your work!
Improving Scholarship Case

- Know your institutional priorities
- Research statement
  - Make sure your research statement is written for a diverse audience
  - Ask colleagues from outside the department to read it and provide feedback
- Documenting research quality
  - Peer-reviewed
  - Quantitative measures: Acceptance rate, impact factors, citations
  - Funded work
  - Address co-authorships
- External Reviewers
  - Know your institution’s policy and process for selecting external reviewers
  - They will be asked to address the impact of your work on the field
  - Select those who understand your contribution and its significance
  - Make their job easy: make sure they are provided with a well-organized packet and clear instructions
Improving Scholarship Case

• **Collaboration and Networking**
  - Meet people and be visible: conferences, workshops, local consortia
  - Research institutions in your area: get on their mailing lists
  - Invite speakers to your institution

• **Recognition Opportunities**
  - Be proactive, seek recognition and look for opportunities
  - Look for opportunities local to your institution
    - Internal award
    - Press releases
    - Nominating others helps your visibility
    - Seek leadership roles with visibility
  - Look for opportunities through professional societies: ACM and IEEE

• **Time for Research: Alternatives to summer teaching**
  - Grants, Consulting, Summer faculty fellowships: NASA, National Labs, Microsoft, Air Force, and others
Promotion Criteria: Service

Service includes

• Service to department/school:
  • Department chair, Director of Undergraduate Studies, website, recruiting efforts, alumni relations, participation in assessment/accreditation

• Service to university:
  • Faculty committee, Governance, promotion and tenure, Curriculum Committee, Honors Committee

• Service to profession:
  • Conference committee, running a conference, editor, reviewing, professional society board

• Service to greater community:
  • Using talents for local or global community
Promotion Methods of Evaluation: Service

- Methods for evaluating service
  - Documentation of activities, update your CV!
  - Time commitment required – describe specific roles, subcommittees
- Visibility
- Letters from committee chairs if you went above and beyond
Improving Service Case

• Carve out some leadership role in your research community
  • organize a visible research event
• Be aware of what your department/university values most… service to school or service to profession
• Say yes to important service requests (not all of them!)
  • grant review panels
  • program committees
  • editorial boards
  • ACM/CRA committees
  • department/university committees
• When you do say yes, do an excellent job!
• Be visible … be present!
Be Diligent about Records

• Document everything you do!
  • publications, of course
  • service roles, of course
  • talks given
  • curricular innovation: new course materials, who uses them, how well it worked
  • student committees
  • diversity efforts
• Log it on your extended CV when you agree to do it, update after it’s done
  • note people who commend your work
• Be systematic, double check annually
What happens if ... ?

- If not successful, not too much is lost
  - except your ego 😢
  - you have tenure
  - you can always try again (but consider the timing)
- Understand the failure
  - at department level: get constructive feedback
  - at higher level: is it you or was it the case?
- Handling disappointment
  - don’t take it personal
  - prepare better for next time
  - consider your options
In Summary

• Invest in yourself and in your promotion
• Be proactive and don’t wait for it to happen
• Take advantage of all available resources
• Take full advantage of the experience that mentors and role models have to offer
• Good Luck! And when you make it, be sure to pay back and help others.
Activity

• Everyone in one of these two categories:
  • Ready for promotion.
    • Make your case to someone
  • Getting ready for promotion
    • List of things you should do to make your promotion case stronger