Strategies to Help with Promotion to Full Professor

MaryAnne Egan, Siena College

Susan Rodger, Duke University

Ingrid Russell, University of Hartford

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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

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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

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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*

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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

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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

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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

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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

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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?

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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

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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

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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

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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!*

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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

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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

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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

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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

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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

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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 <u>excellent</u> job!
- Be visible … be present!

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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

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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

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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.

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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

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