

Tenure and promotion: the importance of planning and mentoring

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DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

P&T is/is not a race

It is a race against time (5 Years)

It is NOT a race against others in your department

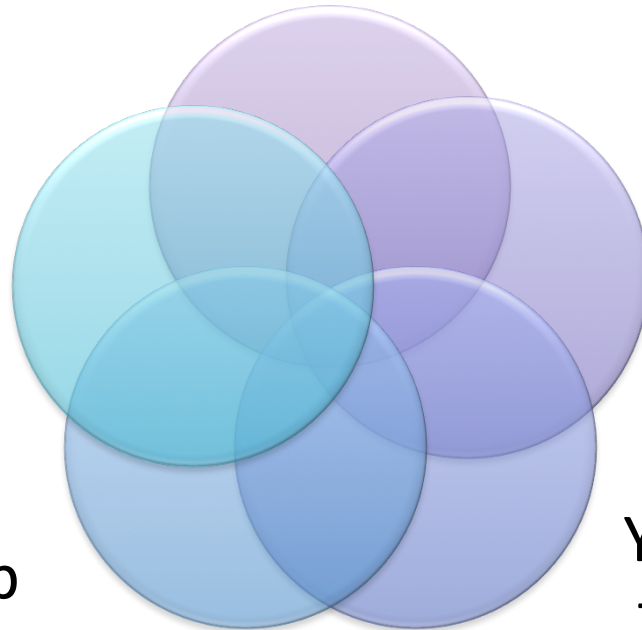
Make a plan of what you need to accomplish to get to the finish line



P&T is a race

You belong

Do not
worry, we
are all
behind



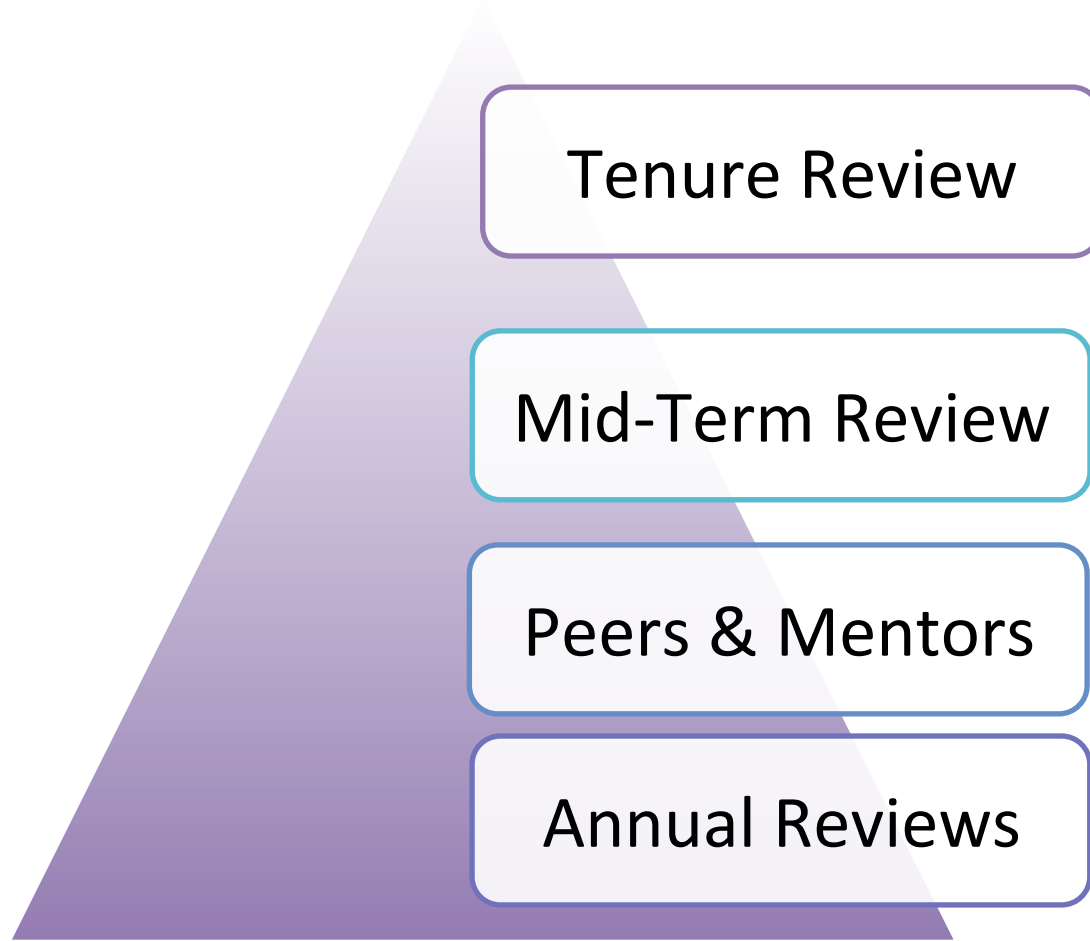
PPP—Pause,
Prioritize,
Persist

Do not stop
living

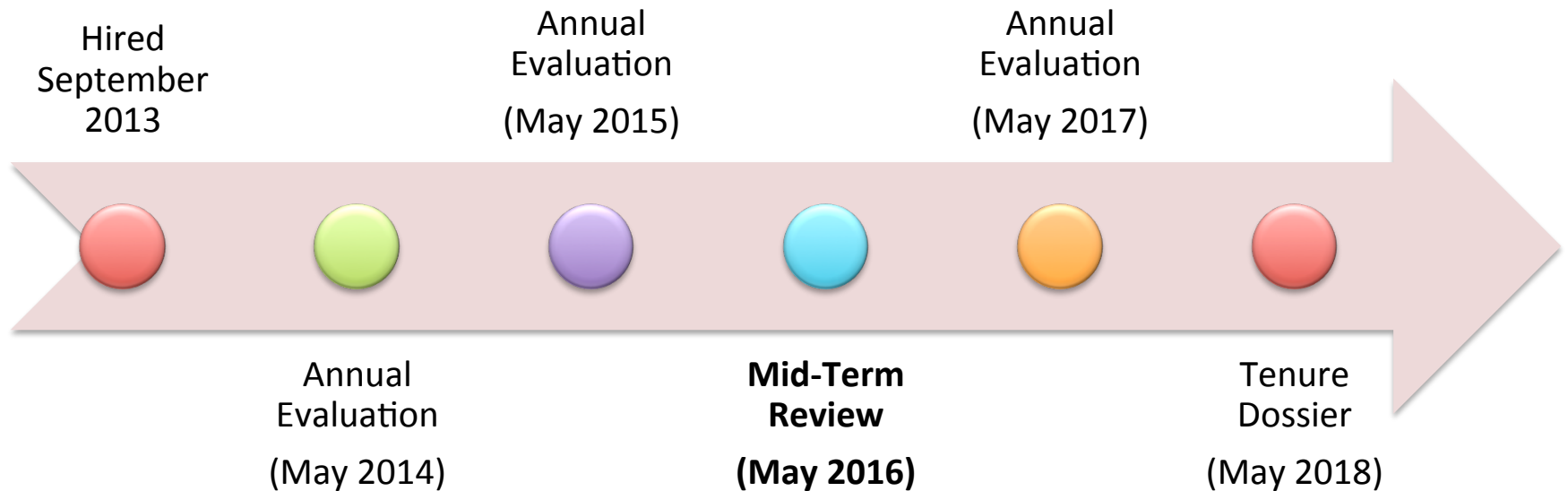
You are not alone:
find and use your
mentors



Feedback is important



Tenure track faculty evaluation



Purpose of mid-term review

Formative review of tenure-track faculty members near the mid-point of their probationary period



Should result in an independent evaluation of the faculty member's *accomplishments to date* and *constructive guidance* for the remainder of the probationary period

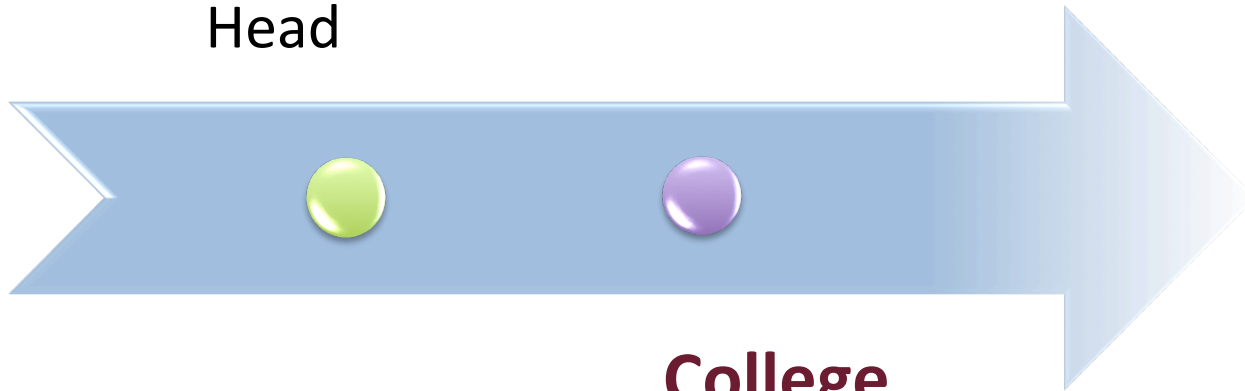


Should be similar to the tenure & promotion review process, including the submission of dossier materials

The process

Department

- P&T Committee
- Department Head



College

- P&T Committee
- Dean

Constructive feedback for the remainder of the probationary period

Promotion Criteria

- ✓ Tenure and Promotion to Associate
 - ✓ Based on productivity and promise of more
- ✓ Promotion to Full
 - ✓ Based on demonstrated and continuing accomplishment
- ✓ “Accomplishment” is defined locally

Assistant to associate professor

An exemplary level of accomplishment as measured against the contributions of others in the field

Professional conduct conducive to a collegial work environment and standards of professional integrity that will advance the interests of Texas A&M University

Tenured
Associate Professor

An area of specialization germane to the programs of Texas A&M University, one not currently represented on the tenured faculty, or one that provides desired reinforcement in an area of priority

Evidence of a commitment to maintaining the level of competence in teaching and research expected of a tenured faculty member



How to be successful?

Know the culture of your department

Have clear understanding of department expectations

Collegiality is important

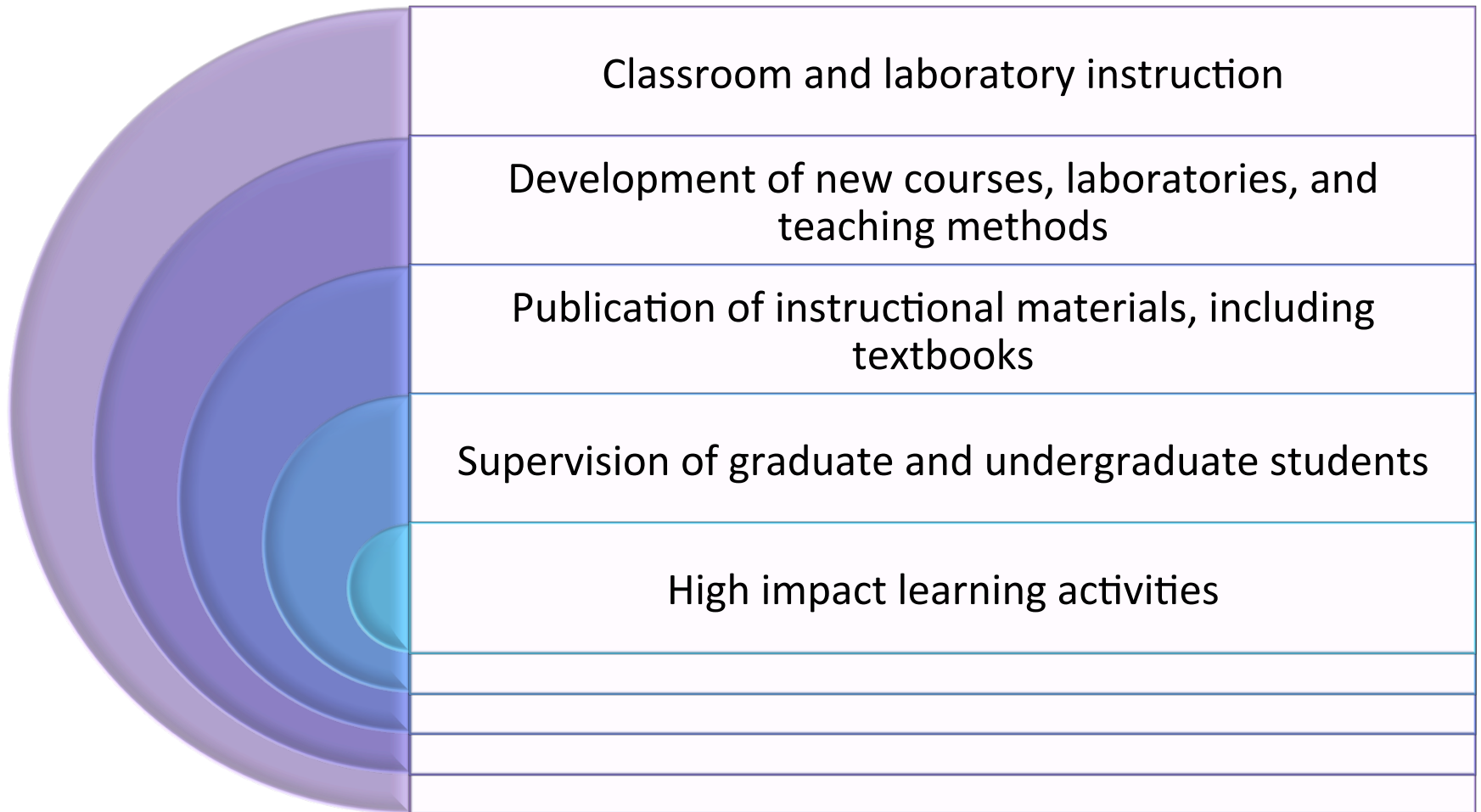
Network with your colleagues in your institution and professional organizations



What do you need to accomplish?



Teaching: what counts?



Teaching

- ✓ Be efficient with your time and effort
- ✓ Become capable but don't strive for perfection
 - ✓ Great teaching is not enough to earn you tenure
 - ✓ Bad teaching is enough to lose you tenure

Teaching

- ✓ Graduate Education
 - ✓ They aren't all superstars
 - ✓ It is still education and not research



Teaching

- ✓ Demonstrate impact
 - ✓ High impact learning experiences
 - ✓ Novel pedagogical approaches
 - ✓ Teaching awards or grants
 - ✓ Undergraduate research
 - ✓ Curriculum redesign

Research: what counts?

Creation and dissemination of new knowledge or other creative activities:

- **Publications**
 - Peer reviewed articles
 - Book chapters/Review articles
- **Conference Presentations**
- **Grants**
- **Interdisciplinary research**
- **Collaborations**

Research / Scholarship

- ✓ Use set aside time for scholarship
- ✓ Write every day – if only one hour
- ✓ Figure out the expectations
- ✓ Ask colleagues and DH
 - ✓ Publications, grants, graduate students

Research / Scholarship

- ✓ Demonstrate Impact
 - ✓ Citations
 - ✓ h-index
 - ✓ Invitations to speak
 - ✓ Grants panels
 - ✓ Editorships
- ✓ Provide context for your discipline

Service: what counts?

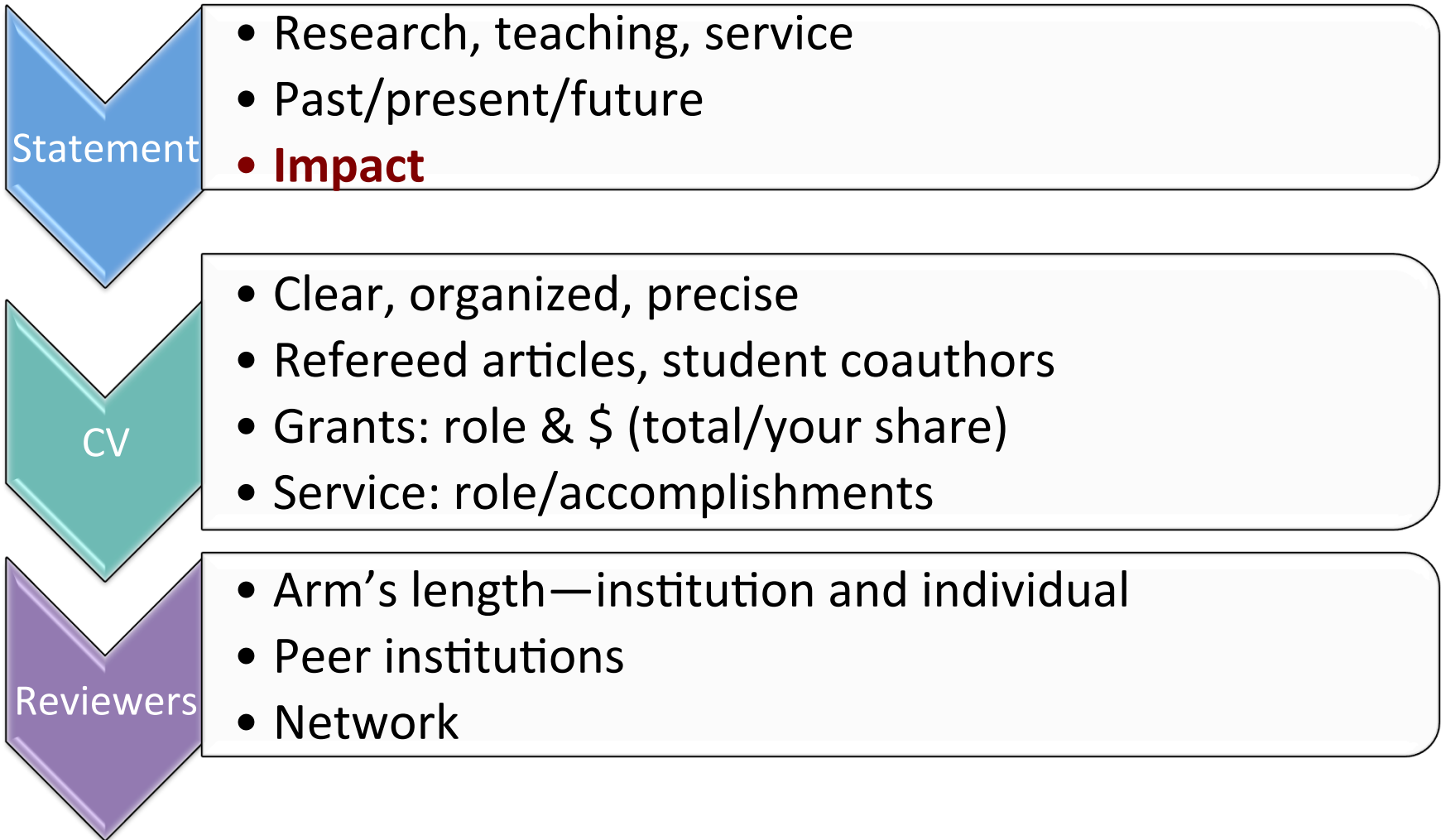


Service

- ✓ Service helps YOU build a career
- ✓ Take on tasks of interest to you
 - ✓ Department
 - ✓ College
 - ✓ University
 - ✓ Community/Extension
 - ✓ Professional
- ✓ Build your network



You have control!



How subjective is the process?

- ✓ Achieving “normal” level of productivity does not assure tenure
 - ✓ Moving target
 - ✓ Interpretation
 - ✓ Collegiality (service to institution) matters
- ✓ Sustainability, Independence, Quality, Impact, Quantity, Funding, National and/or International recognition—external reputation matters
- ✓ Teaching matters
 - ✓ Graduate students relations and success
 - ✓ Performance at the undergraduate level



How to get there?



Develop a
plan to
achieve goals

Continuously
seek feedback

2014-2015 P&T

Action being considered	TAMU	HSC
Tenure and Promotion	60/66 (91%)	3/3 (100%)
Tenure Only	7/7 (100%)	1/1 (100%)
Promotion (TT)	48/50 (96%)	2/2 (100%)
Promotion (NTT)	26/26 (100%)	9/10 (90%)
TOTAL	141/149 (95%)	15/16 (94%)

At times.....



Remember.....



There are check points:

- Annual evaluations
- Mid-term review



There is help:

- Mentors
- Colleagues
- Peers

At the end.....



Mentoring: NCFDD

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Thank you!

