



Is This the Right Time? Promotion to Full Professor

Blanca Lupiani

Executive Associate Dean of Faculties
Professor of Veterinary Pathobiology

Promotion criteria



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- 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

What do you need to accomplish?



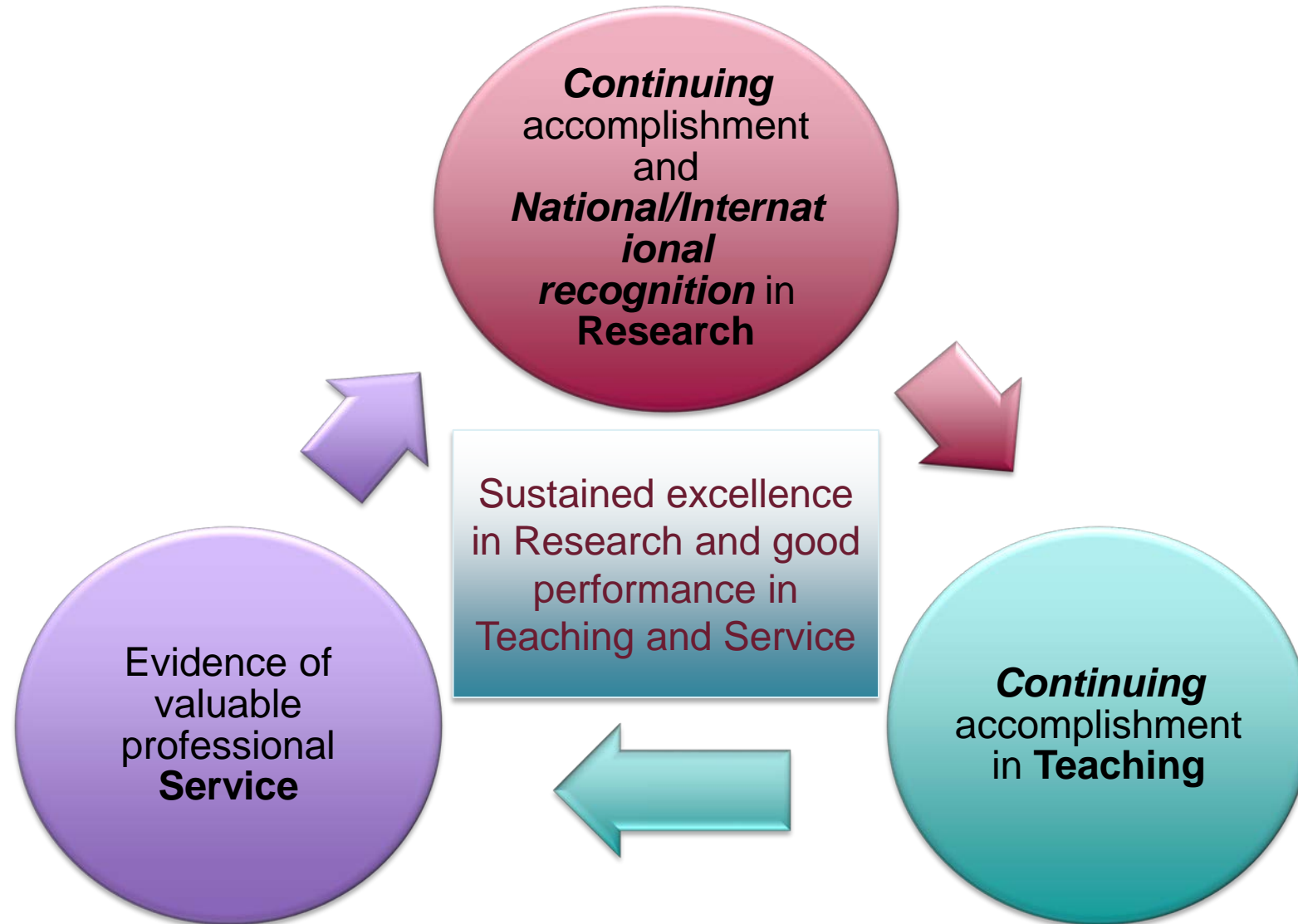
DEAN OF FACULTIES
TEXAS A&M UNIVERSITY



Associate to full professor



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY



There is no clock – but time may matter



Sustained excellence in Research, with National and/or International recognition

- Following P&T, keep your momentum
- External reviewers and peers look at rate of productivity: output/years
 - Too short time since last promotion
 - Too long time since last promotion
- The longer the wait the easier the assessment of **IMPACT**
- Being opportunistic is part of the game
- It is difficult to shake off reputations

Research/Scholarship/Creative Work



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

Creation and dissemination of new knowledge or other creative activities:

- **Publications**
 - Books
 - Peer reviewed articles
 - Peer reviewed Conference Proceedings
 - Book chapters/Review articles
- **Creative work**
 - Music composition
 - Play, poetry, novel
 - Painting, sculpture
 - Design
- **Conference Presentations**
- **Grants/Fellowships**
- **Interdisciplinary research**
- **Collaborations**

Research /Scholarship/ Creative work



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Know the expectations:
 - Familiarize yourself with department/college guidelines and criteria
 - Ask mentors, colleagues and DH
 - Publications, grants, graduate students, second project
- Set aside time for scholarship
- Write every day – if only one hour

Indicators of outstanding merit in Research/ Scholarship/Creative Work



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Publications in leading refereed journals
- Receiving major fellowship or research award
- Frequent citation of publications
- Publication of scholarly book(s) by reputable publisher(s)
- Awards for, or publication of, peer reviewed creative activities
- Juried works in creative activities
- Serving as a member of review panel for national research organization
- Presentation of invited papers at international and national meetings
- Receiving significant external peer-reviewed funding for research
- Significant publication and/or funding resulting from collaborative efforts with researchers in other fields where the faculty member occupies a substantial role in research)
- Publications with teaching focus in leading refereed journals
- Evidence of creative professional practice

Indicators of merit in Research/ Scholarship/Creative Work



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Publication of scholarly book(s)
- Publications in refereed journals
- Publication of a chapter in a scholarly book
- Editing a scholarly book
- Presentation of papers at national or international meetings of appropriate disciplines
- Publications in non-refereed but widely recognized journals
- Continued public activity in plastic, performing or diverse arts
- Significant self-development activities that lead to increased research and publication effectiveness
- Publications in refereed journals resulting from collaborative efforts with researchers in other fields
- Publications with teaching focus in refereed journals

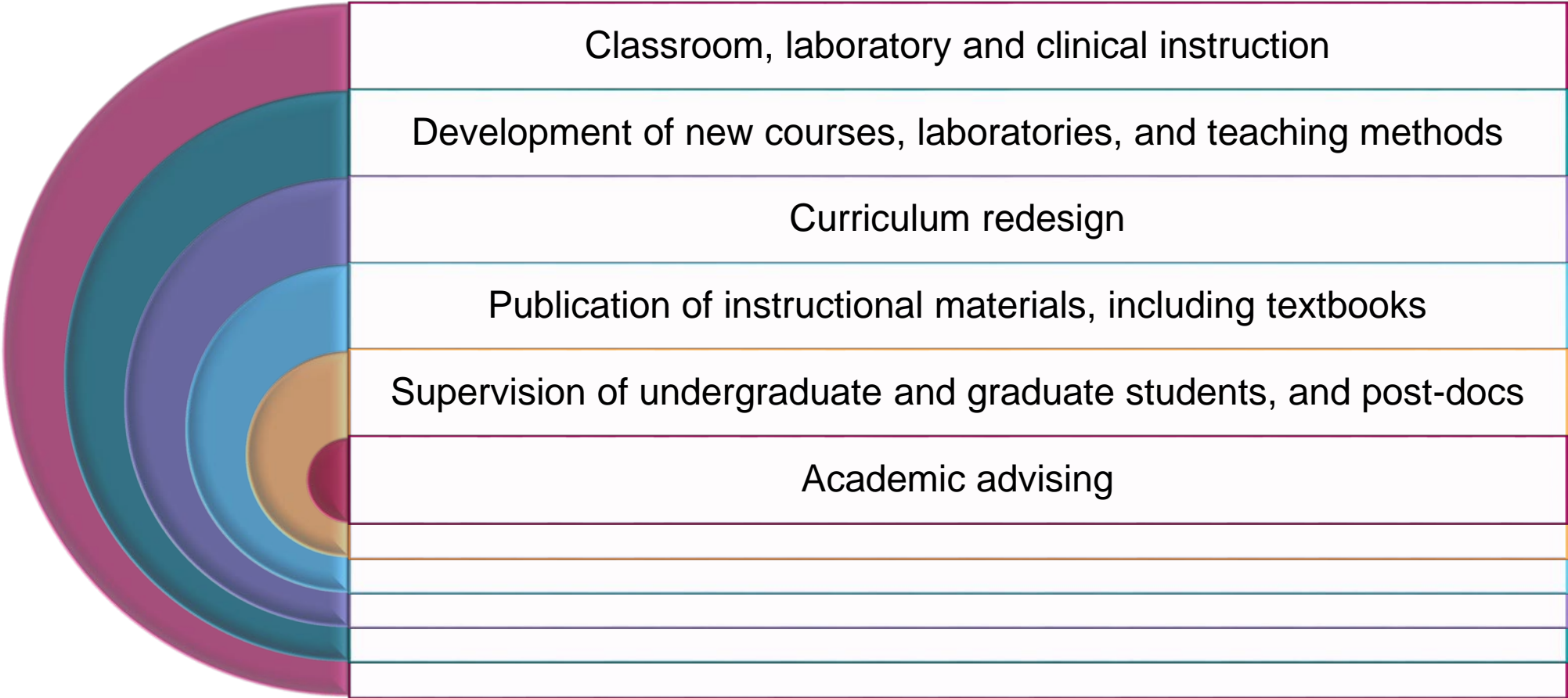
Research /Scholarship/ Creative Work



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Demonstrate **Impact**
 - Invitations to speak/task forces/panels
 - *Ad hoc* reviewer or grant panel member
 - *Ad hoc* reviewer or editorship
 - Patents/Technology commercialization
 - Exhibitions
 - Book reviews
 - Plays
 - Citations
 - h-index
- Provide context for your discipline

Teaching



Teaching



- Good time to try new things
- Seek to continuously improve
 - Good teaching is not enough to guarantee promotion
 - Bad teaching is enough to lose you promotion
- Take advantage of resources to improve your teaching
- Keep track of your efforts as you go, for easier dossier preparation

Teaching



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Graduate education
 - They are not all superstars
 - Not all have interest in becoming academics
 - It is still education and not research

Indicators of outstanding merit in Teaching



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Outstanding teaching performance as evidenced by such measures as peer-evaluation, student satisfaction, and student outcomes
- Outstanding direction of graduate research or creative activity that is validated by peers and communicated
- Selection for a University or professional society outstanding teacher award
- Evidence of courses taught at a rigorous and challenging level, with recognized excellence
- Publication of widely adopted or acclaimed instructional materials
- Developing a new course that fills an identified need in the curriculum
- Chair of doctoral research committees
- Receiving external grant support for teaching/learning projects
- Invitation to teach at domestic or international institution of recognized excellence
- Receipt of awards for research or academic performance by the faculty member's students
- Placement of graduate students or post-doctoral fellows into significant academic, scholarly or professional positions
- Significantly contributing to the professional development of students (e.g. working with the University Honors program)
- Outstanding performance as a departmental undergraduate or graduate advisor (may also be included as a service activity where appropriate)

Indicators of merit in Teaching



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Effective teaching performance, as evidenced by peer evaluation, student satisfaction and student outcomes
- Effective direction of graduate research or creative activity, as evidenced by student satisfaction and student outcomes
- Selection for a college or departmental outstanding teacher award
- Development of effective pedagogical methods and materials as evidenced by peer evaluation, student satisfaction and student outcomes
- Development of new courses or major revision of existing courses
- Receiving competitive internal grant support for teaching/learning projects
- Reflective critique and continuous improvement of teaching, as evidenced by self-evaluation
- Direction of graduate student thesis or dissertation research
- Member of graduate student advisory committees
- Evidence of high quality in class preparation, interaction, and accomplishments
- Effectively coordinating a multi-section course
- Service as departmental undergraduate or graduate advisor (may also be included as a service activity where appropriate)
- Significant self-development activities leading to enhanced teaching effectiveness
- Receiving on a competitive basis internal funding for teaching
- Participation in University Honors and/or other programs for mentoring the professional development of students

Teaching



- Not only number of courses taught and student evaluations
- Also evaluated are:
 - Class syllabi
 - Class materials
 - Examples of exams and assignments
 - In classroom peer evaluation
 - Students performance

Teaching



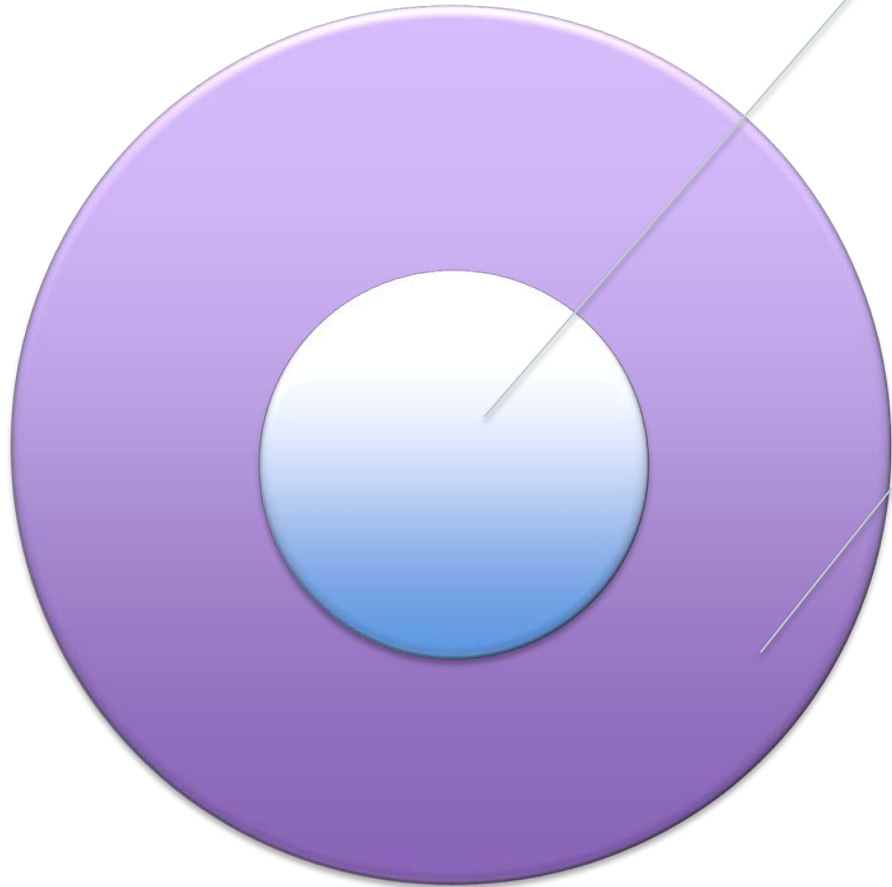
DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Demonstrate **Impact**
 - Transformational/High impact learning experiences
 - Novel pedagogical approaches
 - Teaching awards or grants
 - Undergraduate research
 - Graduate students mentoring
 - Curriculum redesign
 - Academic advising
 - Analysis of student performance vs. course improvements
 - Students success
- Provide context to your data

Service



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY



Service to the institution, to students, colleagues, department, college, and the university:

Leadership role: internal recognition/collegiality

Professional societies, research organizations, editorial boards, review panels, governmental agencies, the local community, and the public at large:

Leadership role: national/international recognition

Service

- Service helps **YOU** build a career (network)
- Take on tasks of interest to you
 - Department
 - College
 - University
 - Community/Extension
 - Professional
 - Build your network
- Be selective, choose before being asked
- Demonstrate the **IMPACT**

Indicators of outstanding merit in Service



- Serving as editor or member of editorial board of a major journal (This activity *per se* is considered service; however, being selected as editor or member of an editorial board can also be used as an indicator of the recognition of impact and quality of the scholarly activities)
- Being an officer in a national or international professional organization
- Serving on a major governmental commission, task force, or board
- Serving an administrative leadership role at Texas A&M University
- Serving as program chair or in a similar position at a national or international meeting
- Serving as an officer in the Faculty Senate
- Chairing a major standing or ad hoc Texas A&M University committee
- Evidence of excellence in professional service to the local community and public at large, including required clinical work or extension service

Indicators of merit in Service



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Service as a reviewer for major refereed journals or as an ad hoc reviewer for national research organizations (This activity *per se* is considered service; however, being asked to serve as reviewer can also be used as an indicator of the recognition of impact and quality of the scholarly activities)
- Being a committee chair in national or international professional organization
- Being an officer in regional or state professional organization
- Serving as program chair or similar position for regional or state professional organizational meeting
- Serving as an active member of the Faculty Senate
- Serving on University, college, and department committees and task forces
- Serving as consultant
- Being an advisor to student organizations
- Serving in administrative roles within the department
- Evidence of professional service to the local community and public at large, including required clinical work or extension service
- Significant self-development activities that lead to enhanced service effectiveness

Exceptions

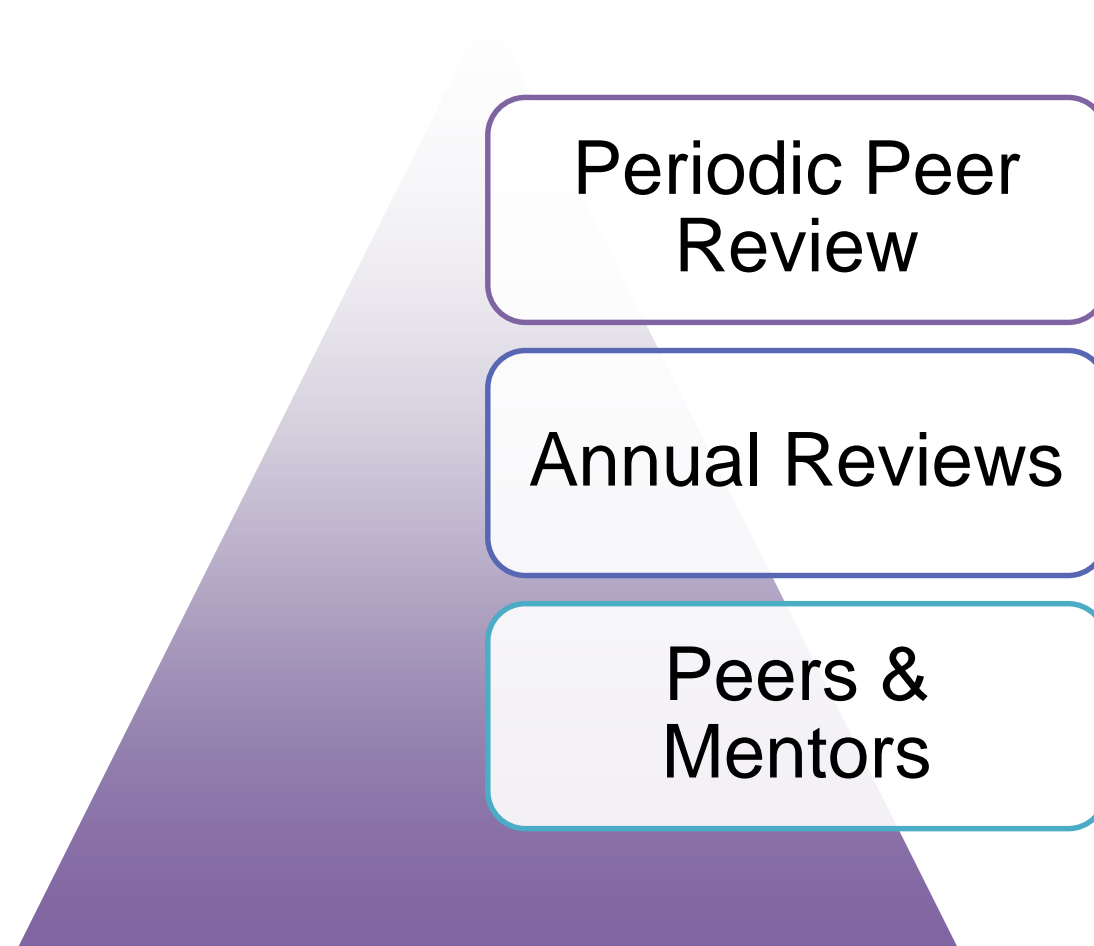


- Exceptions to the normal requirements for tenure and promotion may sometimes be warranted. Examples would include
 - (a) gifted and productive master teachers who are abreast of their field but who have not contributed extensively to the development of new knowledge but rather to pedagogy
 - (b) exceptionally outstanding researchers whose teaching and service are merely acceptable
 - (c) tenured faculty whose sustained service to the University is unselfish, distinctive and outstanding, but whose teaching and research are only acceptable
- Few faculty will possess qualities such as these, but those who do deserve recognition and advancement – **make your case!**

Feedback is important



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY



How do I know I'm ready?



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Seek feedback
- Seek constructive feedback
- Seek constructive accurate feedback from various sources
- Identify gaps and develop a plan to achieve goals

- Although the university standard is uniform and applies to all faculty, the precise criteria and requirements vary by department and discipline
- What constitutes promotion-worthy work in one department/discipline will look very different from a successful promotion dossier in another

Planning and self-assessment



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- It is important that you understand your own department's interpretation of what is required to meet the university's tenure and promotion standard
- Conversations with your department head and senior colleagues in your department are essential

Planning and self-assessment



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

To be successful:

- You will need to develop a **plan**
- Good mentoring is the best mean to assure that you are making effective progress
- You bear ultimate responsibility for assuring that you are making good progress
 - You must ask questions, search for information, and negotiate for what you need
- Network with colleagues in your department, college, university, and discipline

How subjective is the process?



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Achieving “normal” level of productivity does not assure tenure and promotion
- Sustainability, Independence, Quality/Quantity, Impact, Funding, National and/or International recognition—external reputation matters
- Teaching matters:
 - Graduate students relations and success
 - Performance at the undergraduate level
- Service
 - Leadership role

The process



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

**Early Fall
2018**

Department

- P&T Committee
- Head

**Early Spring 2019
University**

- Provost
- President

**Late
Spring
2018**

**Late Fall 2018
College**

- P&T Committee
- Dean

September 1, 2019





Candidate's Dossier

You have control of your dossier



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Make your own best case
- State your own **IMPACT**
- Do not assume your case is obvious
- Address clearly any negative issues
 - Make your own arguments, do not rely on others

Take control of your dossier!



- Research, teaching, service
- Past/present/future
- **Impact**



- Clear, organized, **precise**
- Refereed articles, student coauthors
- Grants: role & \$ (total/your share)
- Service activities and contributions



- Arm's length—institution and individual
- Peer/Aspiring institutions (AAU)
- Network

Statement



- Written by the candidate
- Explain the quality, and **impact** of your teaching, research/scholarly work and service accomplishments
- Each of the three areas should be individually addressed
- Three typed pages (maximum)

Statement



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Balance technical vs. accessible
- Keep jargon free and readable
- Only one part of your P&T file, but.....
- ...your best chance to make your best case
- Opportunity to:
 - Clarify any uncertainties in your CV
 - Write your own letters of evaluation
 - Demonstrate your ability to teach

Curriculum vitae



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- The CV should be concise and padding should be avoided
- List refereed publications separate from not refereed
- Items that have been accepted but not yet published should be properly labeled
- Items that have been submitted but not yet accepted should be clearly separated and marked as such to demonstrate what is on the pipeline
- It may be important to list grants submitted and not funded, and their scores

Curriculum vitae



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Clearly designate your undergraduate and graduate students, and post-docs who are co-authors
- Describe authorship protocols within your discipline, specially the order of authors, and your contribution as co-author if you are not the lead author
- Be accurate about reviewing duties and service duties, etc.
- Annotate your CV, as needed, to highlight impact

External letters

- Minimum-5; Recommended-7
- You will be asked to provide a list of potential external reviewers (number depends by department)
- External letters from peer institutions (AAU institutions)
- You cannot contact/ask potential reviewers
- Reviewers must be at arm's length
- Letters from non-academic institutions are OK but should be limited
- You can submit a “Do not contact” list
- About equal letters from candidate and department lists

Joint appointments



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- If a true split appointment both units must review
- If member of interdisciplinary program/s, program chairs should submit a letter

Notifying candidates withdrawals



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Candidate are notified at **EACH** step
- Candidate may withdraw anytime

Joint appointments



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- If a true split appointment both units must review
- If member of and interdisciplinary program/s, program chairs should submit a letter

Documents submitted by candidate



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Candidate's statements on teaching, research and/or other scholarly, creative activities and service
- Candidate's CV
- Grants summary chart
- Verification of contents statement
- Faculty biography table (must be reviewed by department for accuracy)
- Faculty biography
- Faculty summary data table (must be reviewed by department for accuracy)

Recommendations



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

- Be familiar with your department/college guidelines
- Be familiar with the DOF submission guidelines
- Remember “**IMPACT**”
- See dof.tamu.edu for forms and templates

2017-18 P&T

	TAMU	TAMUQ	Total	%
ALL Candidates	167	8	175	
Yes	155	8	163	93%
ALL Tenure Candidates	55	3	58	
Yes	52	3	55	95%
T&P	51	3	54	
Yes	48	3	51	94%
Tenure Only	4	0	4	
Yes	4	0	4	100%
Promotion Only (TT)	65	1	66	
Yes	59	1	60	91%
Promotion Only (APT)	47	4	51	
Yes	44	4	48	94%

2017-18 P&T

	TAMU	TAMUQ	Total	%
Men	96	6	102	
Yes	86	6	92	90%
Women	71	2	73	
Yes	69	2	71	97%
White	107	5	112	
Yes	103	5	108	96%
Hispanic	11	0	11	
Yes	9	0	9	82%
Asian	47	3	50	
Yes	41	3	44	88%
African American	2	0	2	
Yes	2	0	2	100%

Thank you!



DEAN OF FACULTIES
TEXAS A&M UNIVERSITY

