

Promotion Planning: Multiple Paths to Excellence

April 29, 2022



Agenda

- Overview of Promotion Planning
 - Why?
 - How is this different from planning for tenure?
- View from Provost's P&T Committee: Christopher Lyons
- Thinking about this phase of your career
- Faculty experiences
 - Frances Hayashida (Anthropology)
 - Terri Moyers (Psychology)
- A few resources
- Questions

You will receive a copy of these slides next week



Why Bother?

Do you want to....

Be considered for academic leadership roles in or outside of the Department?

Most will require you to have the rank of Professor

Direct or develop a research center?

Most will require you to have the rank of Professor

Receive the associated salary increase?

Experience the relief that comes from knowing you have made it?

These definitely require the promotion!

But Also, Don't Become this Person: Long-time Associate Professors are the Most Dissatisfied

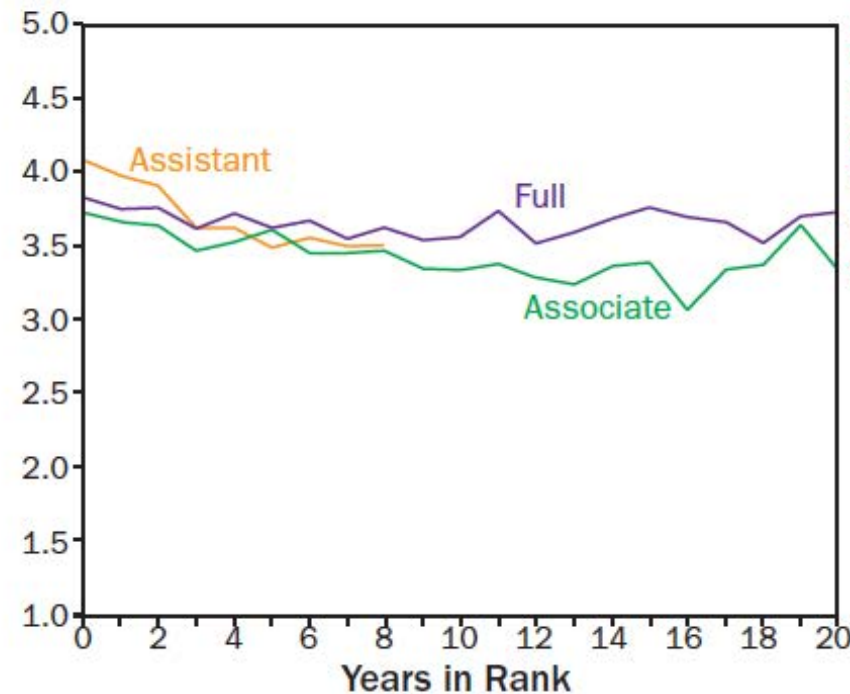
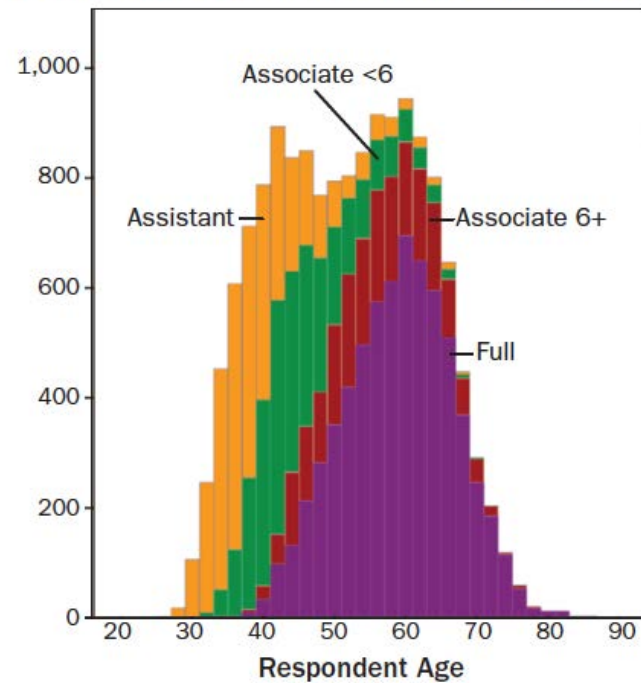
In terms of career development, fairness, and job satisfaction:

- Recently hired and those >65 years or older are most satisfied groups of faculty
- Those in their late 40s or 8 years after hiring, reach lowest level of satisfaction

Confirmed by multiple surveys over 20 years and most recently by the “Great Colleges to Work For” survey of 89 institutions and 15,000 respondents by *The Chronicle* and the Collaborative on Academic Careers in Higher Education (COACHE), which included 69 institutions and 13,510 respondents

Collaborative on Academic Careers in Higher Education (COACHE 2014)

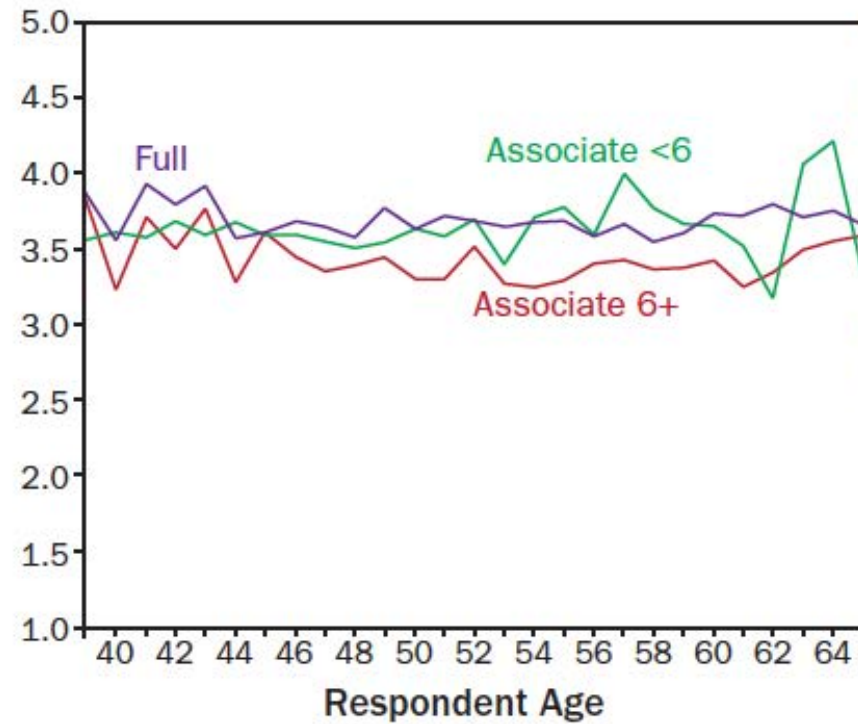
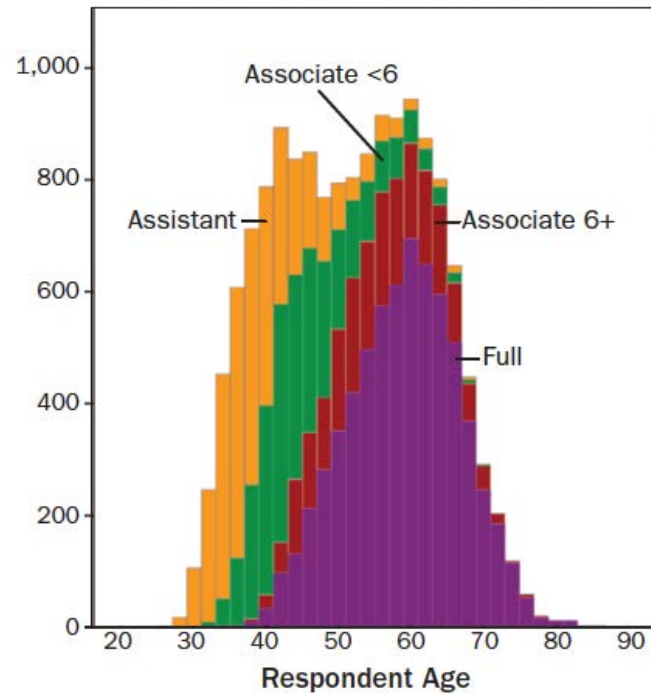
Distribution of COACHE survey respondents
by age, rank, and for associates, year in rank



Assistant and
associate professors
appear to grow less
satisfied with their
institutions the longer
they stay in rank.

Collaborative on Academic Careers in Higher Education (COACHE 2014)

Distribution of COACHE survey respondents by age, rank, and for associates, year in rank



Controlling for age, associate professors who are in that rank 6 years or longer tend to be less satisfied than full and recently-tenured professors.

Promotion feels REALLY good! Better than tenure for many people.

You Define the Path

A career in science should be an adventure on a long and winding path rather than an uphill slog to a peak that few have ever attained. Science is about interacting with and discovering the world, so isn't it a shame that so many of us are persuaded to walk the same narrow and well-trodden path to perceived academic success?

Rethinking the Scientific Career
Chronicle of Higher Ed Oct 3, 2017



Striving for Excellence is recognized in UNM Faculty Handbook

B1.1.c “The University strives for inquiry, learning, and scholarship of a breadth and depth that will result in excellence in all of the University's major functions: teaching, scholarly work, and service.

B1.2.b “In order to earn either tenure or promotion or both, faculty are required to be effective in all four areas. Excellence in either teaching or scholarly work constitutes the chief basis for tenure and promotion.”

B2.2.3.a: “It is expected that the professor will continue to develop and mature with regard to teaching, scholarly work, and the other qualities that contributed to earlier appointments.”

[Faculty policies](#)



There are Multiple Paths to Excellence

- There is no single, strictly-defined path to becoming a full professor; observing the careers of role models may show some common elements (e.g., commitment, hard-work, development of expertise, enjoying their work, etc.), but will also highlight different types of excellence
- Pick your *path to excellence*, be *programmatic* about pursuing it, and craft your *narrative* (for yourself and others)

To the extent possible, avoid thinking solely in terms of minimum steps needed (e.g., article counts #, conference talks #, class preps #).

Instead focus your programmatic efforts, and discussions (e.g., with chairs and mentors) on how you are going to pursue excellence or have demonstrated excellence.



4.8.3 Promotion to Professor

(a) Qualifications for promotion to the rank of professor include attainment of high standards in teaching, scholarly work, and *service to the University or profession*. Promotion indicates that the faculty member is of comparable stature with others in his or her field at the same rank in comparable universities. Service in a given rank for any number of years is not in itself a sufficient reason for promotion to professor.





The View from the Provost's P&T Committee

Christopher Lyons

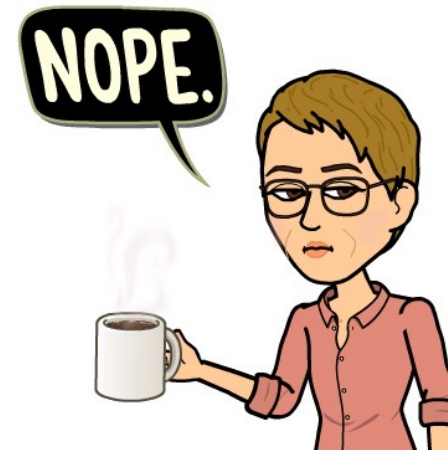


Don't make the process harder than it is

ADVANCE at UNM asked department chairs this question:

Does your department expect Associate Professors to make big changes in their research agenda such as asking new questions, using different tools, or expanding in a different direction?

And the most common answer is



Research and Scholarly Work

- Most departments expect a similar (or higher) level of scholarly work
 - Departments that expect books for tenure expect another book
 - There is a shift towards considering articles in some of these departments
- In fields in which developing a research group and program is expected (sciences and engineering), then a higher publication rate may be expected as the program becomes established
- A broader perspective and additional maturity in the development of ideas is an implicit, and sometimes explicit expectation
- Your reputation/visibility in your field should continue to improve

As an Associate Professor you can...

- Develop new collaborations
- Explore new research directions
- Try riskier or longer-term ideas
- Develop community-based projects
- Take on leadership roles in the Department
- Try different approaches in the classroom



What are you passionate about?
What help will you need?

Priorities

VS.

Non-Priorities

④ this is what i'm
saying YES to..



And this
is what
i'm saying
NO to,...



mayooshin.com

Pre-pandemic, some of you reached P&T and were exhausted (but also there's a pandemic)

- What is this all about?
- Is this all there is?
- Where do I go from here?



Why the disillusionment?

- Pressure does not relent once you make tenure, departmental and professional demands increase
- Bulk of faculty administrative work often falls to associate professors (Assistants are often shielded)
- Criteria for promotion may be unclear
- Child-rearing and elder care can be highest at this time of life
- The feeling that you have mined your area of research so completely that you have nowhere left to go
- Most of us are exhausted and unsure about how to plan

How can you escape Post Tenure Depression Syndrome

Recover, Reset, Plan

- Celebrate
- Get support from your community and family
- **Plan**

Plan for promotion

- If you don't have an agenda, you become part of someone else's agenda
- You have more freedom to define success (it is really *your* story now) than in the path to tenure
- There is no maximum timeline to full professor except the one you give yourself
- When you are ready, it is not too early to:
 - Meet with full professors to learn what they expect for promotion
 - Make a plan with your Chair to reach your goals (and the department expectations)



What do you want to be doing in 5, 10, or 15 years?

- How do you want to be viewed by your colleagues (here and elsewhere)? By your students? By the staff?
- There are things you have to do. What do you *want* to do?
 - In your research and scholarly work and the associated professional organizations (and journals)
 - In your roles as an educator and student mentor
 - As a departmental and university citizen
 - As a member of the community
 - As a person (don't forget this one!)

“The Fifty Year Career Plan”

- Plan for five years, but look ahead for fifty
- Think in terms of a lifetime of contributing to the creation and dissemination of knowledge
- If you are focused only on immediate highs -- getting a journal article accepted for publication or receiving superlative student evaluations that semester-- then like an addict you will eventually experience letdown
- There is inner peace in understanding that one semester is not a referendum on whether you are a good teacher and that one rejection letter is not the final word on your scholarship.

From “Your 50-year career plan” by John Perlmutter in *The Chronicle*:
<http://www.chronicle.com/article/Your-50-Year-Career-Plan/46479>

Important Advice

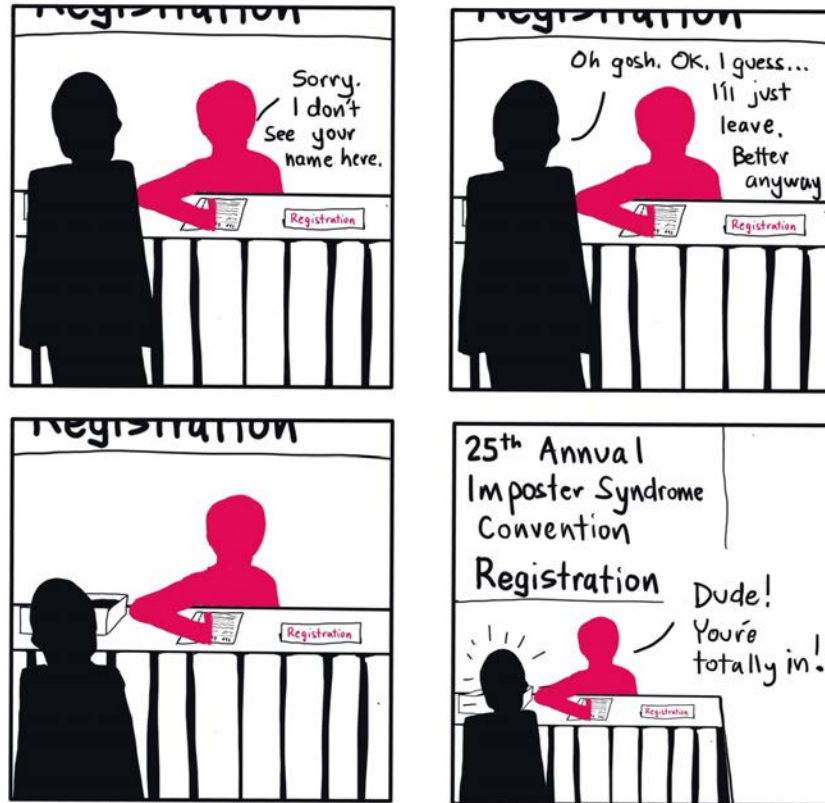
Don't mole it



Prairie dog it, you need to get out there!
You don't need to do this alone!



Important Advice #2



Don't talk yourself out of developing a promotion plan or applying for promotion

@redpen blackpen



How I did It

Frances Hayashida (Anthropology)

Terri Moyers (Psychology)

Resources

For promotion planning advice, questions about policy and process:

ADVANCE: jfulghum@unm.edu, advance@unm.edu,
<https://advance.unm.edu/drop-us-a-line/>

A&S: Senior Associate Dean

Academic Affairs: AP for Faculty Success Bill Stanley (apfaculty@unm.edu)

Travel support: [Provost's Professional Conference Support Program](#)

Research: [Faculty Research Development Office](#)
[Research Grand Challenges](#) – new initiatives and interdisciplinary discussions

Resources: Recent ADVANCE Workshops

[Help, I Need Somebody](#)

[Show Me the Money](#)

[Negotiating and Managing Service Loads](#)

[Making Time for Your Research, Scholarship and Creative Works](#)

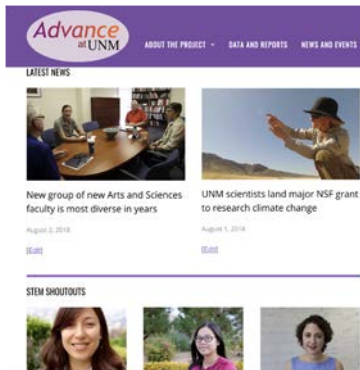
[Using Scrivener for Your Writing Projects](#)

[Developing a Sustainable and Reality-based Writing Practice](#)

Find these and more on our [Event Recaps](#) pages and our [YouTube Channel](#).

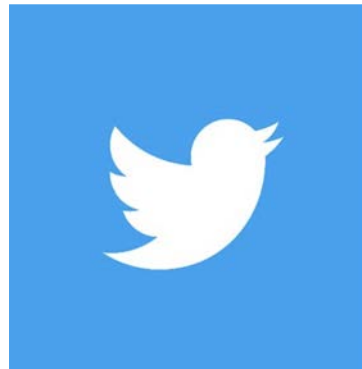
Questions?

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