Promotion Planning: Multiple Paths to Excellence

Feb 21, 2020
Agenda

- Overview of Promotion Planning
- What are your concerns?
- Faculty experiences
  - Frances Hayashida (Anthropology)
  - Maria Lane (Geography and Environmental Studies)
  - Heather Canavan (Chemical and Biological Engineering)
- Questions
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!
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.
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 so far, 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

1. This is what I'm saying YES to...

And this is what I'm saying NO to...
Important Advice

Don’t mole it

Prairie dog it, you need to get out there!
You don’t need to do this alone!
Identify the hoops

- University and departmental
- Talk to senior faculty

“Craft your narrative” (thank you, ADVANCE)

- (Re)define your priorities, find a way to link research, teaching, and service to those priorities
- Room for (some) risk
- Learn to say “no”

Resources

- ADVANCE and NCFDD
- https://www.insidehighered.com/users/kerry-ann-rockquemore (series on post-tenure life)
- “Deep work”, Cal Newport
- fmh@unm.edu
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 Phil Ganderton (gandini@unm.edu)
Academic Affairs: AP for Faculty Success Bill Stanley (apfaculty@unm.edu)

Travel support: Provost’s Professional Conference Support Program

Research: Faculty Research Development Office

If you’re an Associate Professor in A&S whose progress has been stalled by service or personal experiences: Career Advancement Semester
Questions?

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