

## **Advice from Full Professors on Promotion process** **(from 2-12-2020 CFD session)**

Below is a list of advice from members of the Council of Professors on topics relating to promotion to the rank of Professor. *Always consult your college criteria and speak with your Chair and/or Dean for policy and procedure matters.*

These are summary suggestions and advice, and do not represent the Council of Professors as a whole.

### **Career Development**

- Become invaluable to a college where they can't imagine getting rid of you
- Find a journal in your field that describes the expected criteria for getting promoted to Professor in your field
- Find ways that you can differentiate yourself
- Strive for excellence; if you aim for excellent, you will be good enough
- Should have vitae that is attractive to other universities
- Strive for an international reputation (and Fulbright programs are great for that)
- Work on fewer items that give you bigger payoffs
- Work on your own individual strategy for getting promoted

### **Mentoring**

- Find multiple full professors you can relate to and learn what they did
- Spend time talking to full professors and other associate professors about promotion

### **Research**

- Always have a manuscript under review
- Citations count
- Collaborate on research
- First send manuscript to high tier journals because if rejected you get good editorial criticisms and can then send them to a lower tier journal.
- Including students in research is important
- Do presentations to get feedback towards publications

### **Service**

- Service, by itself, does not get one promoted
- Demonstrating leadership is key for full professor
- Need full professors capable of running a program
- Service is now more important for promotion
- Service to the profession is one way to get a national reputation
- Service to the university is important
- Faculty Senate President demonstrates clear service but takes lots of time

### **External Reviewers**

- Can get external reviewers from similar institutions
- Can't contact external reviewers beforehand
- Get the most reputable external reviewers as possible

- In writing external narrative include a page on your teaching and service to give context
- Process for selecting and communicating with external reviewers is very college (and department) specific
- Some committees will not allow individuals at a doctoral level institution as their external reviewers

### **Material Preparation**

- Some of the best files are short
- Be concise and thorough
- Some reviewers will not be from your discipline – can't expect your committee to automatically know what's valuable and important
- Must advocate for yourself
- Have somebody else read your narrative (especially somebody outside your field)
- Remember that there are changes in the guidelines
- Plan who will be on your committee and ask them what they are looking for
- Need to sell yourself in your area

### **Additional Questions Asked During Meeting**

#### **What are the requirements for full professor?**

The requirements will vary from college to college and possibly even by department. Make sure to consult your college criteria and discuss your situation with Full Professors in your program, your Department Chair (if they are a Full Professor) and your Dean. They will be able to further comment if you have met the requirements or what you still need to do.

#### **What are the guidelines and how does one get peers in similar institutions to be external reviewers?**

Review the current university T&P policy [here](#). Your college may have additional guidelines on how to select your external reviewers.

In all cases external reviewers must be able to comment on your research (or creative activities). There are a few main methods for getting individuals for your external reviewers. These include:

- (1) Use people you have met and made connections with at conferences. Although you should not use individuals who are personal friends, somebody you met on a committee (who has the expertise to evaluate your work) or that you see at a conference, could be used.
- (2) You should not have external reviewers who are close, personal friends; however, you can ask those individuals for suggestions of experts in your field who would be able to evaluate you.
- (3) Additionally, you do not need to get peers in similar institutions. There is a high level of disagreement over the best strategy for the type of university where you should get your external reviewers.

#### **What are the guidelines for writing the letter to your external reviewers regarding their review of your vitae and publications?**

The format will vary from college to college. External reviewers will receive information regarding the criteria for research (or creative arts). They will be expected to provide feedback only on research (or creative activities). Therefore, most of your narrative and materials will be about your research. However, some faculty also include a paragraph or two describing their teaching and research to provide additional context to the reviewer.

## **How does one meet the challenges of sustaining and developing a research program after promotion to associate?**

By receiving tenure, you have demonstrated that you can do independent research. Ideally, you will have a good pipeline of material from when you received tenure, and you can continue your research trajectory. If so, then you are in good shape. If you feel you are weaker in research or you have put it on the back burner for a while, you may need time to re-establish your research pipeline. To do this you need to make sure you have the following:

- Have appropriate research questions or topics
- Knowledge and skills to do the research
- Have the motivation and accountability to finish the research

You may want to establish a multi-year plan to bring your research up to the level you want. In this plan, you will need to also account for time spent teaching and service. You may need to limit your service contributions while improving your research output.

If feasible, collaborate with others. Partnering can help cover a skill that that is not your strength. If nothing else, it can spread out the work.