
New Educators Workshop: Promotion and Tenure

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Agenda

- Introductions
- Understanding Promotion and Tenure
- Maximizing success, and happiness, throughout the process
- Troubleshooting
- Questions and discussion

Christine Alvarado



Associate Teaching Professor
Vice Chair for Undergraduate Affairs
UC San Diego

- Previously Assistant->Associate Professor (tenured) at Harvey Mudd College
- Moved to UC San Diego in 2012 (with tenure)
- Up for Promotion to Full Teaching Professor this year

Bruce Maxwell



Professor and Chair of Computer Science
Colby College

- Tenured at Swarthmore College
- Moved to Colby as Chair with tenure in 2007
- Promoted to Full Professor at Colby in 2012
- Have served on Promotion and Tenure Committee at Colby

The core pillars of academic evaluation

(Pretty much) every institution uses the same set of criteria for evaluation for promotion and tenure:

Teaching
Research/Scholarship
Service

The devil is in the details! What varies:

- How each is weighted
- How each is measured
- Whether there are others

Rough Promotion and Tenure Timeline

- 1-2 years post-hire: First review
 - Are you settling in? Are you on track?
 - Issues are hard to spot at this early stage, but you can ask questions!
- 3-4 years post-hire: Pre-tenure review
 - Are you on track for tenure? Are there issues that need addressing.
 - Often the most critical review.
- 5-7 years post-hire: Promotion and/or tenure review
 - These may be separate or a single review
 - Have you “met the bar” across all evaluation criteria

Rough Promotion and Tenure Timeline, cont.

- (Post-tenure: reviews every N years)
- 4-9+ years post-tenure/promotion to associate: Promotion to Full review
 - This stage often considers scholarship more seriously, looking for candidate to be well-known on a national/international level
 - This stage might happen later, or never happen at all (depending on the institution)

Rough Promotion and Tenure Timeline, cont.

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Know the review cycle at your institution!

The Review Process (rough overview)

The goal of the review is to determine whether the candidate “meets the bar” for the review criteria. Usually this process proceeds (more or less) as follows:

1. Candidate submits materials for review (discussed on next slides)
2. Department supplements with additional materials
3. Department makes a recommendation and writes a letter
4. (Large schools only: Division considers all materials and department’s letter and makes a further recommendation)
5. Campus-wide committee (which usually have TLAs like CAP, RPT, ACT, etc) considers all evidence and all letters and makes a final recommendation
6. President/EVC/Chancellor approves recommendation

Materials used in a review

Teaching

- Course evaluations
- Letters from students
- Peer reviews from other faculty
- Course materials
- Annual reports that describe new courses or changes to existing ones
- Personal statement
- Departmental committee letter

Materials used in a review

Research/Scholarship

- CV
- Publications or other forms of scholarship
- Grants
- Presentations or exhibitions
- Letters from external colleagues (people who know you)
- Letters from external objective reviewers (people who don't know you)
- Personal statement
- Departmental committee letter

Materials used in a review

Service

- CV
- Service to your profession: reviewing, chairing, organizing
- Service to the institution: committees, duties
- Service to the community: outreach programs
- Service to students: faculty advisor for groups, sports liaison
- Letters from internal colleagues
- Personal statement
- Departmental committee letter

Tips for maximizing success and happiness

- Align your interests with what is valued at the institution
 - This requires knowing what is valued!
- Strive for steady growth across all areas, but it doesn't have to be all at once!
- Have at least one person you trust to bounce ideas off of/seek advice from.
- Get advice, and get feedback on your teaching from outside your department.
- Get to know people. Go to conferences. Talk to people. But do it authentically.

Tips for maximizing success and happiness

- Keep a good sense of your strengths and weaknesses. Know which weaknesses are important to work on.
- When it comes time for review, sell your strengths and be open about your growth

Tips for maximizing success and happiness

- Keep in mind, tenure is NOT the end goal! You have a long career. Pace yourself!
- Keep a balance between your personal and your professional life
- Do NOT compare yourself to others!

Common Challenges

- Too much teaching
- Too much service
- Publishing just to publish
- Burn out
- Sticky political situations

Questions and Discussion