

Associate Professors Ascending: Thriving, not just surviving



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Vice Provost -- Academic Affairs
2014





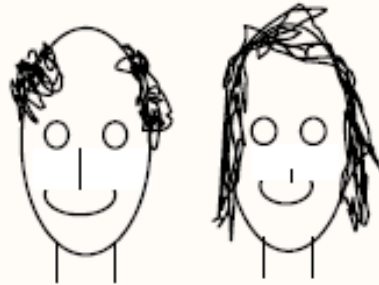
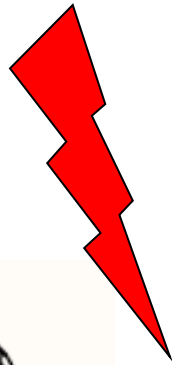
AGENDA

- **Why this workshop?**
- **Challenges in the Associate rank**
- **A quick primer on merits, overlapping steps and promotion to Full**
- **Q & A session 1**
- **Panel of recent promotees**
 - **Most surprising and most challenging aspects of promotion**
 - **What do I wish I'd known?**
- **Q & A session 2**
- **Wrap-up, sign-up, speak up: moving forward from here!**
- **Reception and networking**

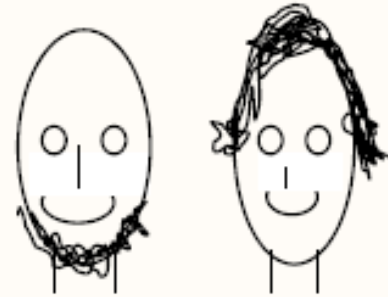
In which rank are faculty members *least* satisfied with their careers?



Assistant Professors



Associate Professors

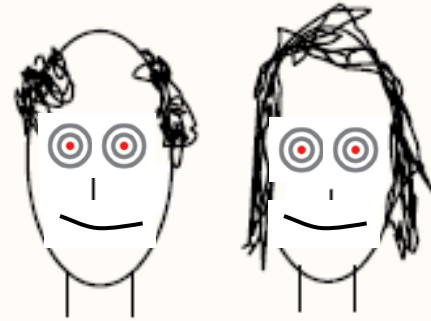


Professors

THE CHRONICLE OF HIGHER EDUCATION

June 3, 2012: **Why Are Associate Professors So Unhappy?**

The shocking answer from a nationwide study of 13,510 faculty members from 65 4-year institutions:



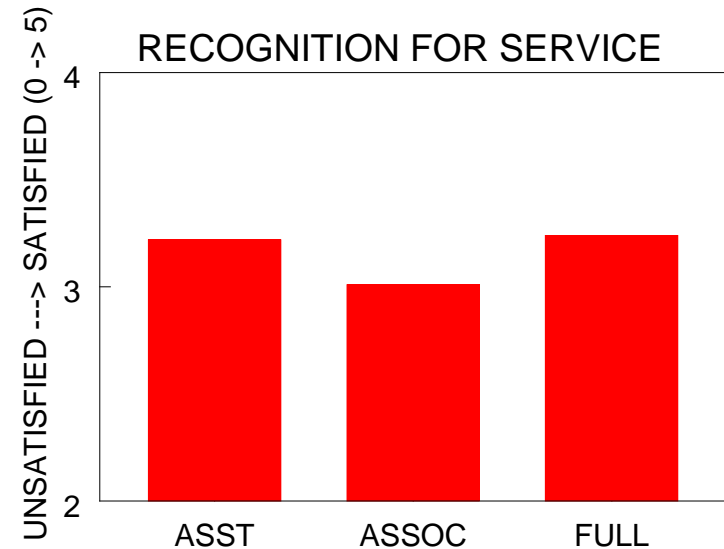
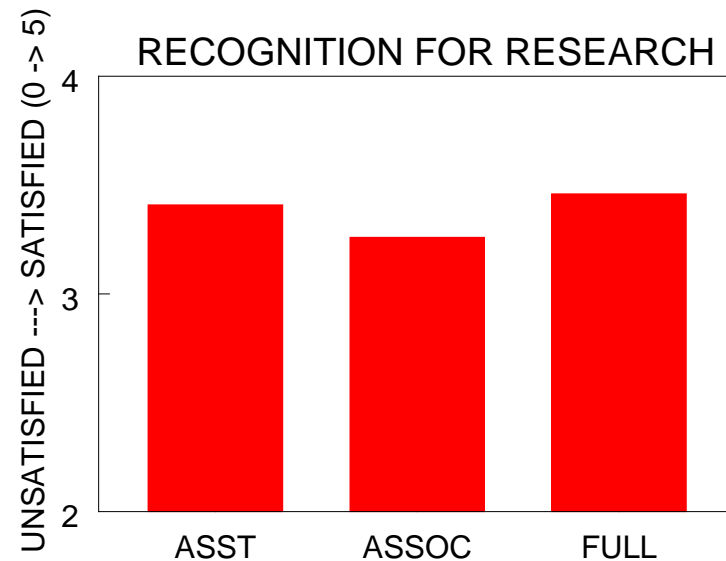
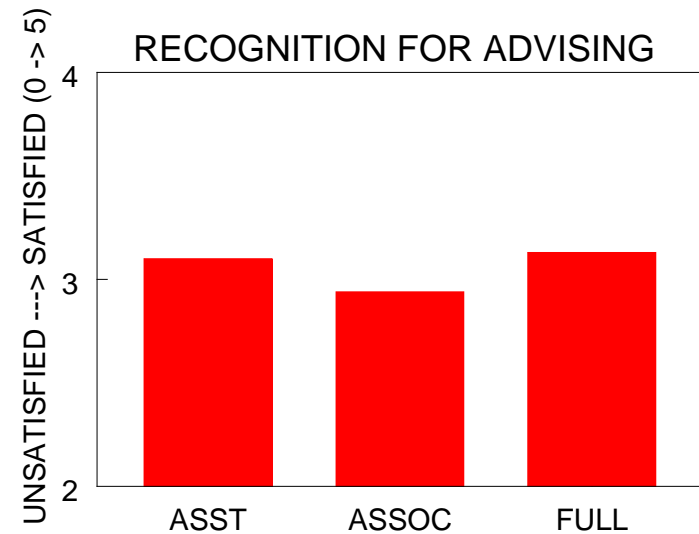
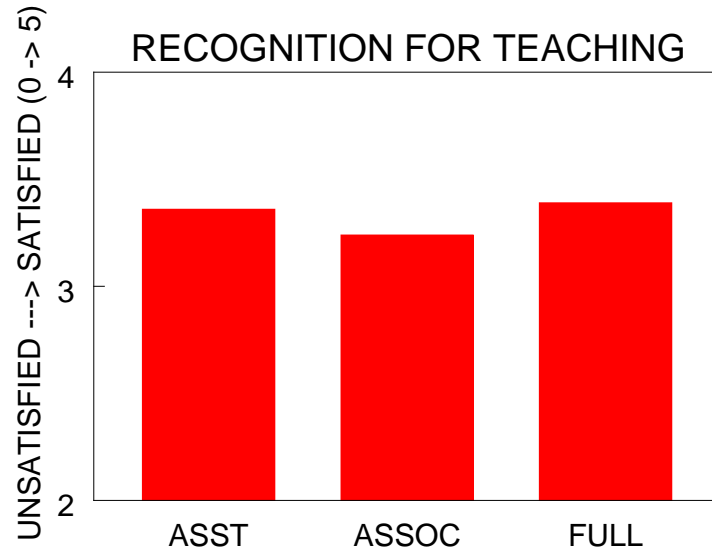
Associate Professors



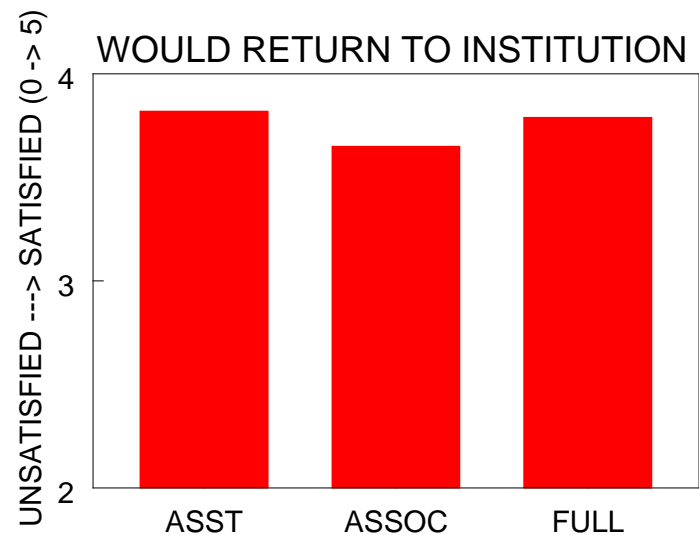
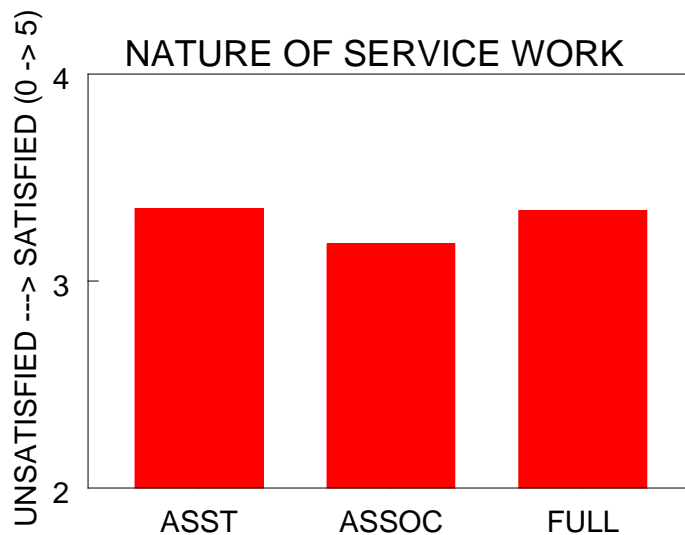
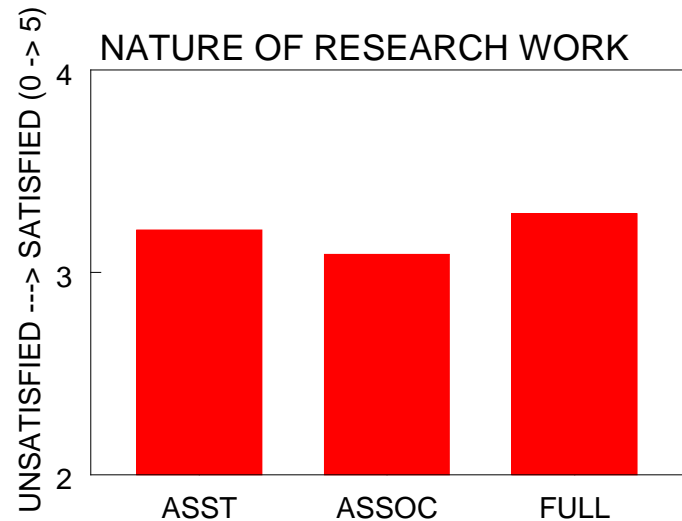
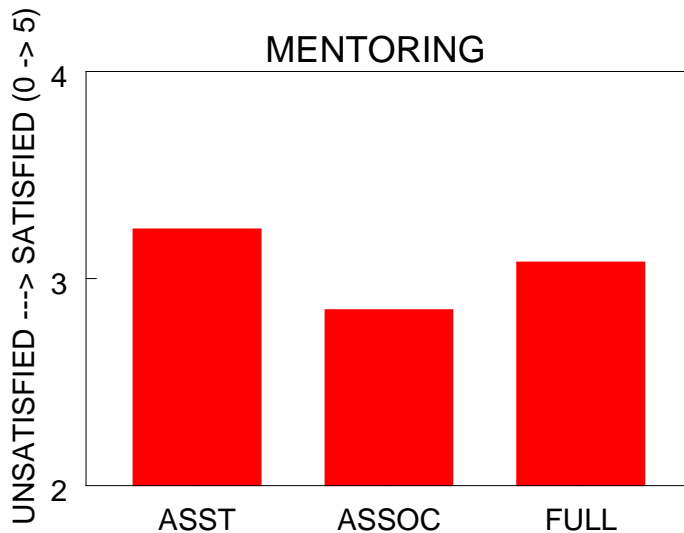
Associate professors are least satisfied about:

- Support for interdisciplinary work
- Mentoring
- Getting release from teaching for other tasks
- Obtaining support to present work at conferences
- Having time for research

Nationally, Associate Professors feel that they receive less recognition



Associate Professors report lower satisfaction in many other benchmarks ($\Delta \sim 0.15$)



Nationwide, many Associate Professors are not thriving

Kiernan Mathews, director of the COACHE survey program at the Harvard University School of Education:

"Suddenly, they're teaching more, they're serving on more committees, they're even serving as department chairs -- yet the criteria for promotion to full professor have nothing to do with these activities. Many of them are like the newly tenured professor whom I recently witnessed, while setting up his laptop for a presentation, that his e-mail client showed over 3,000 unread e-mails. He is highly regarded in his field, employed at an Ivy League institution, well-liked by students -- yet completely overwhelmed and alone."

<http://www.insidehighered.com/news/2012/06/04/associate-professors-less-satisfied-those-other-ranks-survey-finds#ixzz2qgzDjvLA> *Inside Higher Ed*



At UC Davis, Associate Professors spoke out in our 2013 COACHE survey

- Associate Professors perceive the least clarity in criteria for promotion
- Associate Professors are less likely to perceive expectations for promotion as reasonable.
- Associate professors are least likely to feel that their academic activities (teaching, mentoring, service, and scholarship/creative activity) are highly valued by peers.
- Associate professors perceive departmental support for work-life balance as weaker than do faculty at other ranks.
- Associate professors feel most over-burdened by service activities

All of these perceptions are more negative for women.

Many of these perceptions are more negative for faculty of color.



So, let's talk about the merit and promotion process:

Criteria for promotion

APM 210-1d

The review committee shall consider the record of the candidate's performance in (1) teaching, (2) research and other creative work, (3) professional activity, and (4) university and public service.

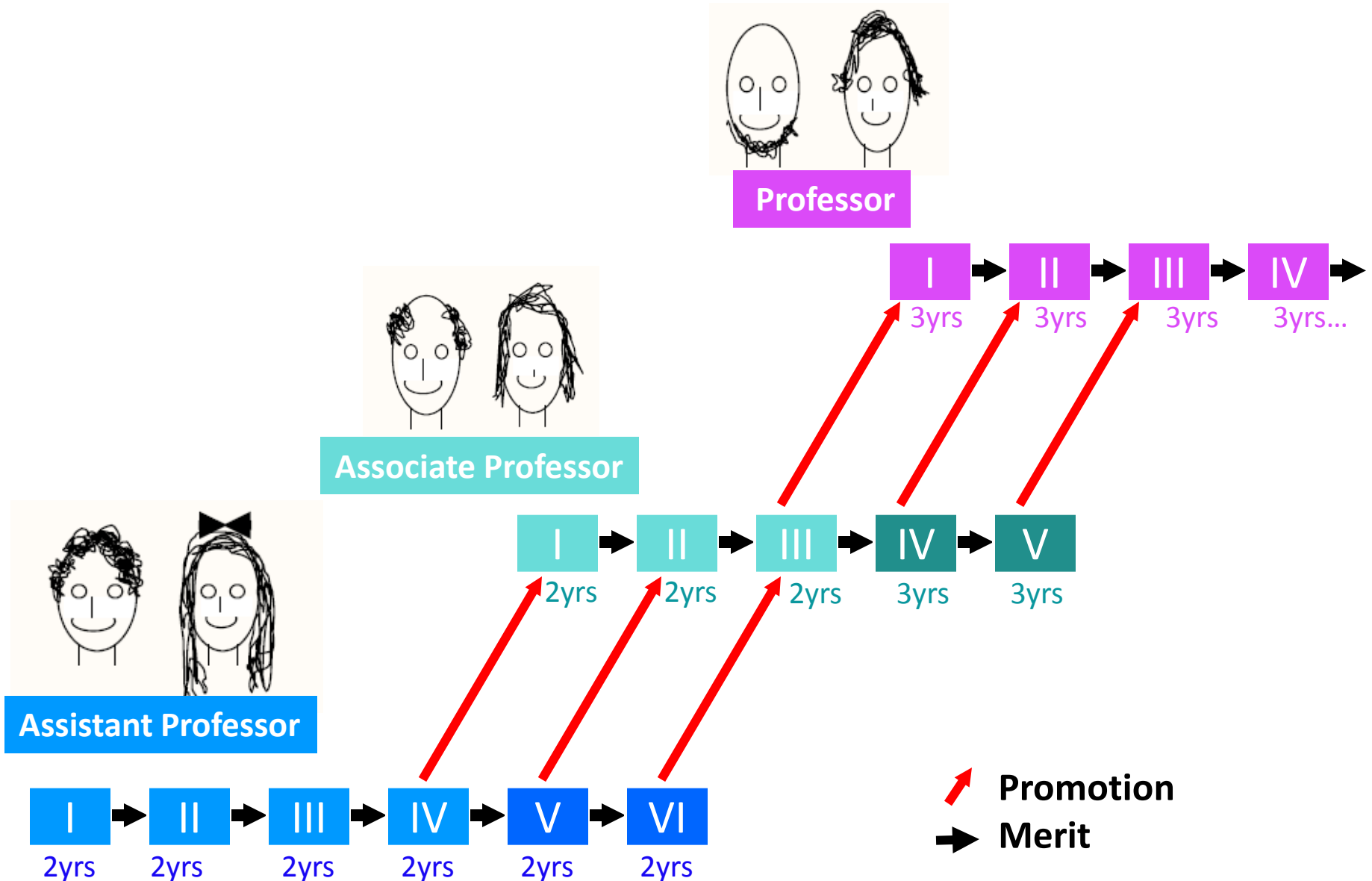
Recent addition: Contributions that promote diversity and equal opportunity are to be encouraged and given recognition

For promotion to the rank of Professor...

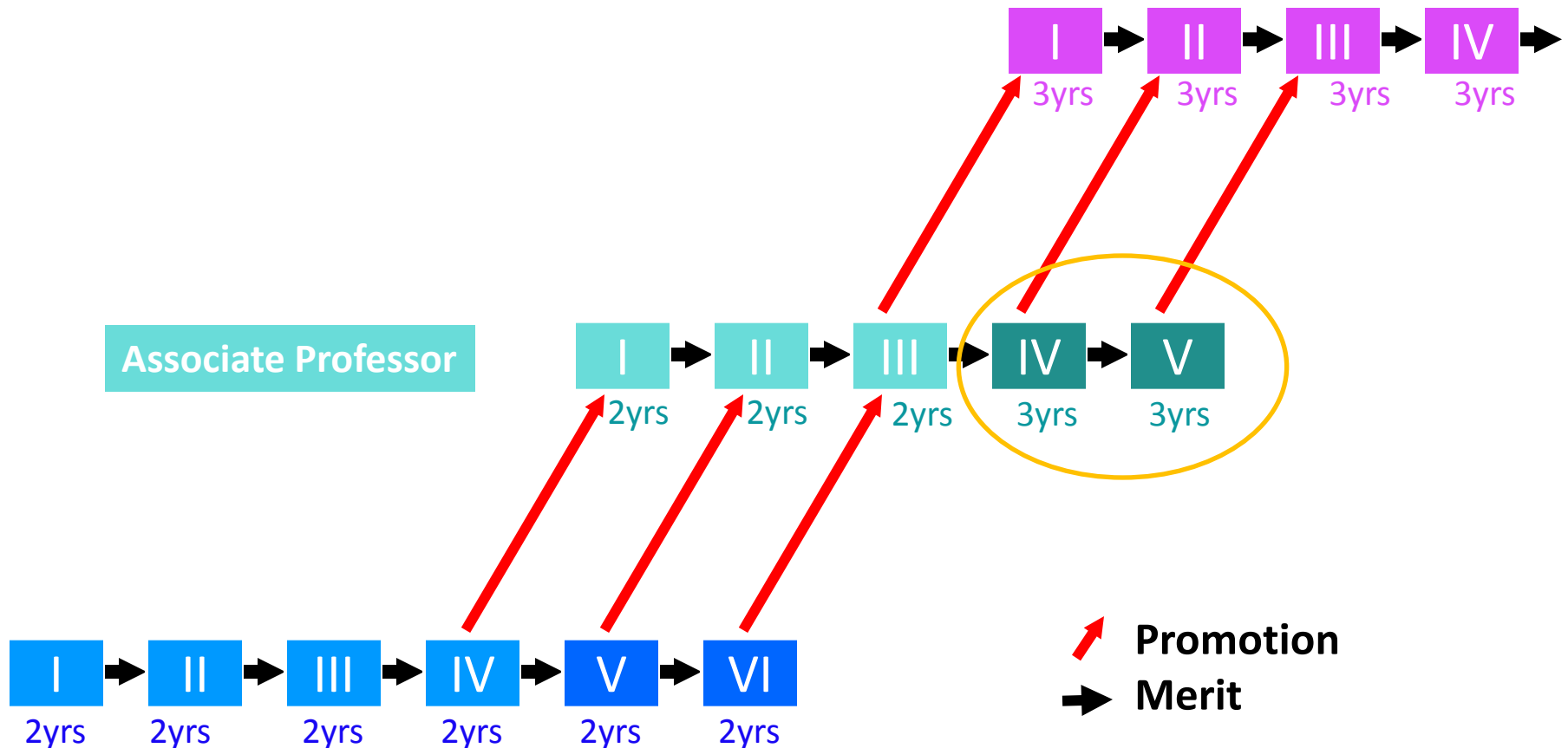
Superior intellectual attainment, as evidenced both in teaching and in research or other creative achievement, is an indispensable qualification for appointment or promotion to tenure positions.

A balanced record is key!

The “normative” timeline for merits and promotions



At the Associate rank, normative time is six years, but further progress towards promotion can be recognized by merit advancement to the **overlapping steps**



Do I defer, request a merit to an overlapping step or go for promotion?... some advice

- **Discuss criteria for merit advancement with your colleagues and your chair... examine the cv's of colleagues who promoted recently to Full**
 - In your discipline, what scholarship benchmarks are expected for promotion?
 - Another book?
 - Completion of a significant body of peer-reviewed creative activity or research?
- **What will arm's-length extramural referees say about your achievements?**
- **What is the evidence for your increasing regional and national profile?**
- **Carefully study your most recent review letters from your department, dean and FPC.**
 - What guidance have you already received?
 - To what extent have you addressed concerns or met goals?
 - Documented progress (Associate IV) or near completion (Associate V) on a major scholarly or creative project is expected for merit advancement to overlapping steps
 - Major limitations in teaching, mentorship and service will also need to be corrected prior to promotion
- **Prepare a compelling and detailed candidate's statement; in MIV describe your leadership in, and contributions to, collaborative work**

How much service is too much? How much is enough?

Rule of thumb: If you are managing your time well, but service is truthfully preventing scholarly progress, you are doing too much. Talk to your Chair!

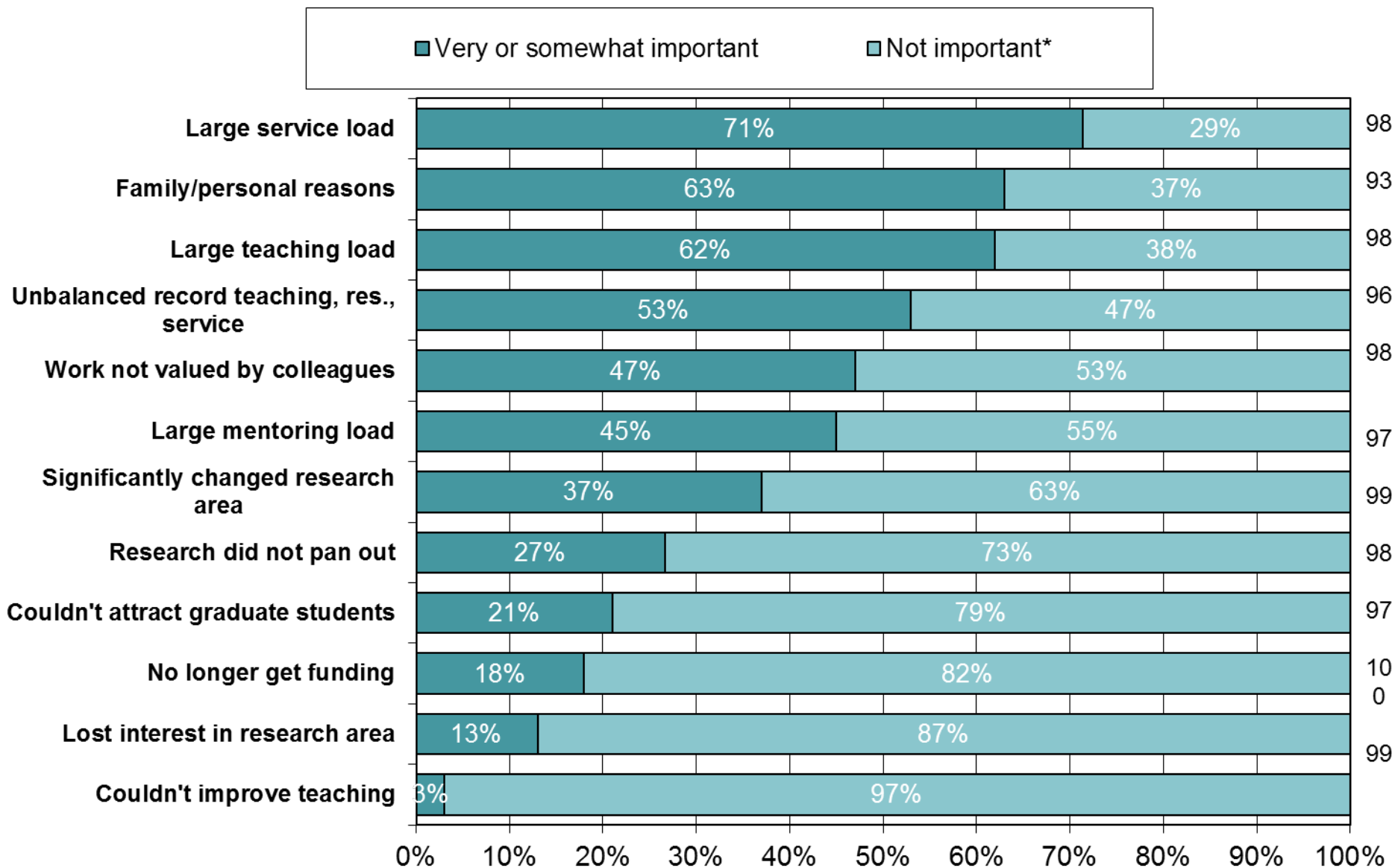
Examples of appropriate service for Associate Professors:

- standing Academic Senate committees
- campus ad hoc review committees
- undergraduate advisor
- editorial boards
- grant review panels
- elected officers in professional associations

Note:
expectations for participation
in shared governance
increase with advancement

- **Remember to describe contributions to diversity and equal opportunity, e.g.**
 - public service that addresses the needs of California's diverse population
 - research in a scholar's area of expertise that highlights inequalities
 - developing teaching that better meets the needs of under-represented groups

2009 UC Berkeley survey: what were the perceived challenges slowing down promotion?



How do we move forward? How do we thrive?

- Understand the process, including your rights.
- Network, network, network!
 - Meet with your colleagues and get their feedback
 - Meet with peers and establish systems for mutual support, advice, critique
 - Network and interact with your broader scholarly community
- Seek advice from your chair, especially when non-scholarship workload has become a barrier
- Study time management success stories, and make a plan (*Bird by Bird*, by Anne Lamott)
- Help us help you by letting us know what programs we can offer.

Navigating the Academic Affairs website

Academic Affairs homepage:

<https://academicaffairs.ucdavis.edu/>

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Academic Affairs

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[New Faculty Brown Bag Series](#)

Academic Advisories sent to the Deans

[AA2013-01](#) - Incomplete Dossiers (2/7/13)

[AA2013-02](#) - Redelegating One Year Extensions
for Junior Specialists (2/7/13)

What's New

[Faculty Search Committee Workshop 2013/14:
PDF Resources Package](#)

[2013-14: Recommended Language for
Department Solicitation Letter to External
Reviewers \(include in all solicitation letters\)](#)

[2013-14 Non Represented Academic Salary
Increases](#)

[UC Davis receives \\$1.5 million grant for early-
career faculty awards](#)

[Chancellor Katehi joins national initiative to
promote faculty work-life balance](#)

[2014-15 Call for Chancellor's Postdoctoral
Fellow Applications](#)

[2013-14 New Faculty Brown Bag Schedule](#)

[2013-14 Department Chairs Brown Bag
Schedule](#)

[2013-14 Annual Call for Academic Personnel
Advancement Actions](#)

[2013-14 Annual Call for Unit 18 Members](#)

[Statement of Confidentiality in Peer Review
\(PDF\)](#)

[RECRUIT now live, see here for more
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faculty, academics, department chairs/directors and staff to be successful through sessions, workshops, certificate programs and on-line courses. Examples of these programs include: new faculty orientation, department chair orientation, and work life.

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Associate Professor Workshops Series

Associate Professors make up approximately 20% of our UC Davis faculty and serve a vital role in our campus community. Academic Affairs is pleased to announce a new Brown Bag Series specifically designed for Associate Professors. The series will cover issues identified by current UC Davis Associate Professors and Academic Affairs.

Workshop Schedule

- Wednesday, February 5, 2014

Alumni and Visitors Center – Alpha Gamma Rho (AGR) conference room
3:00 p.m. – 5:00 p.m., immediately followed by a reception ending at 6pm.

So You're Tenured, Now What?

Academic Affairs is pleased to offer a workshop that focuses on our Associate Professors. The workshop will cover advancement issues, including suggestions and tips on progressing to full professor. We'll also cover other important 'life' issues such as child and elder care, mentorship, and the challenges of salary equity.

Associate Professor Brown Bag Series

Brown Bag Schedule

Discussion, brainstorming

