

Associate Professors Ascending: Thriving, not just surviving



Maureen Stanton
Vice Provost -- Academic Affairs
2017





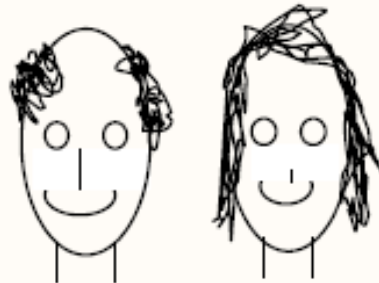
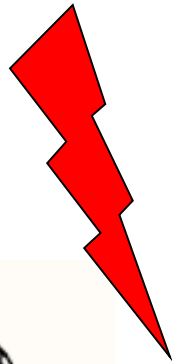
AGENDA

- **Welcome by Vice Provost, Maureen Stanton and Chair on Academic Personnel - Oversight Committee, Rida Farouki**
- **Presentation**
- **Q & A**
- **Closing Reception and Final Takeaways**
- **Evaluations**

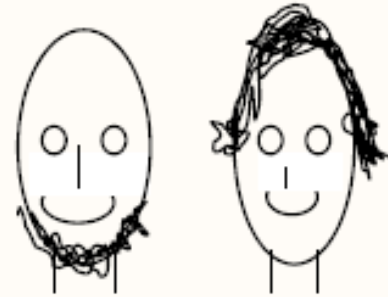
In which rank are faculty members *least* satisfied with their careers?



Assistant Professors



Associate Professors

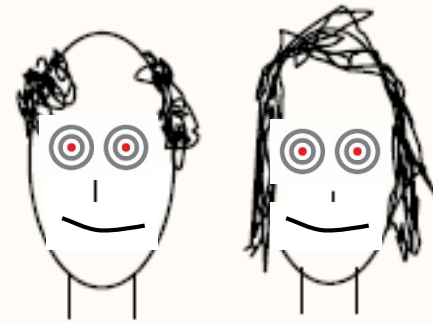


Professors

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:



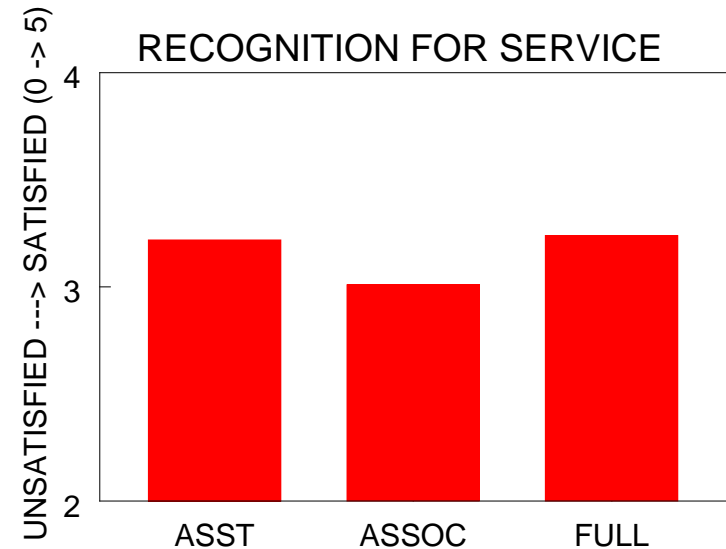
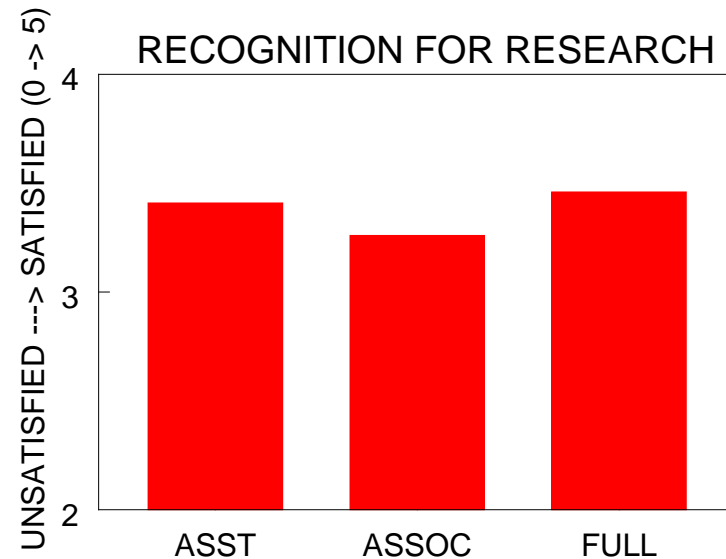
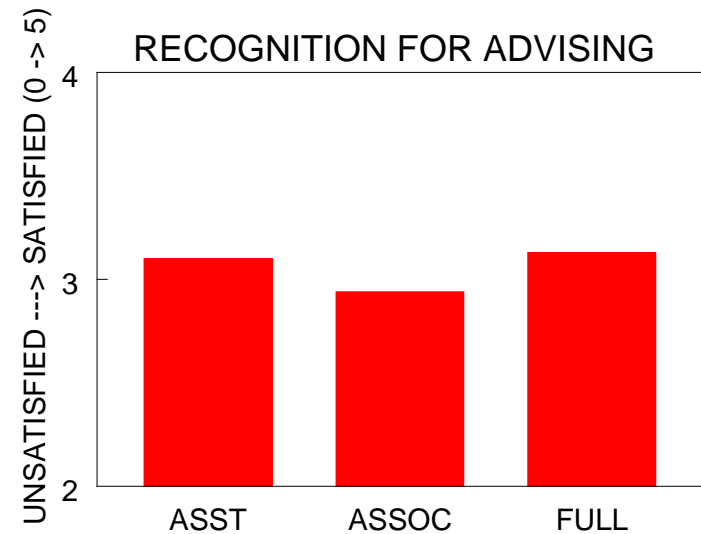
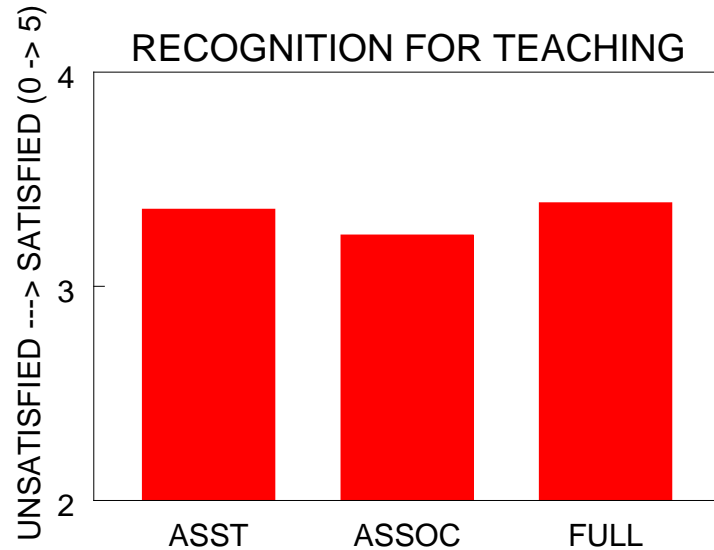
Associate Professors



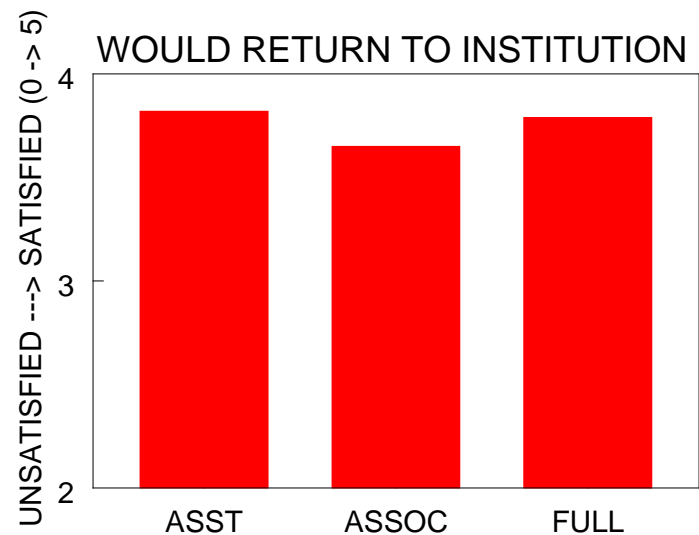
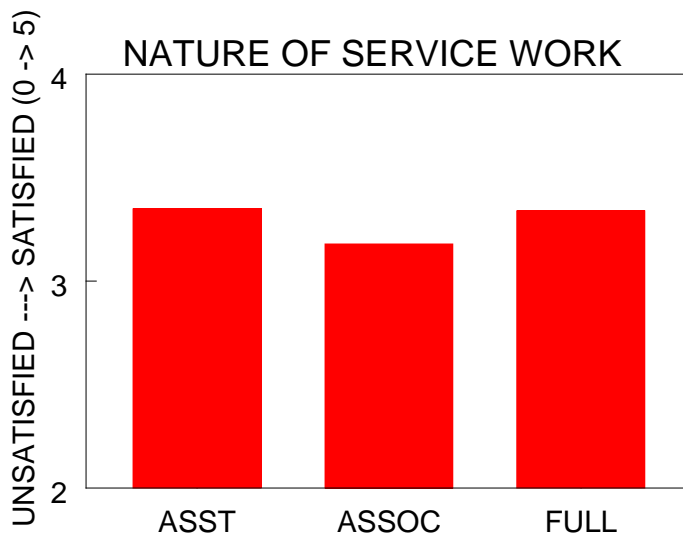
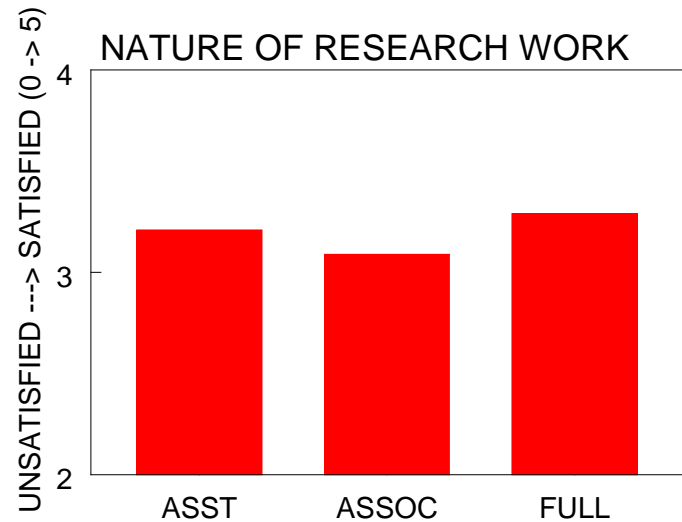
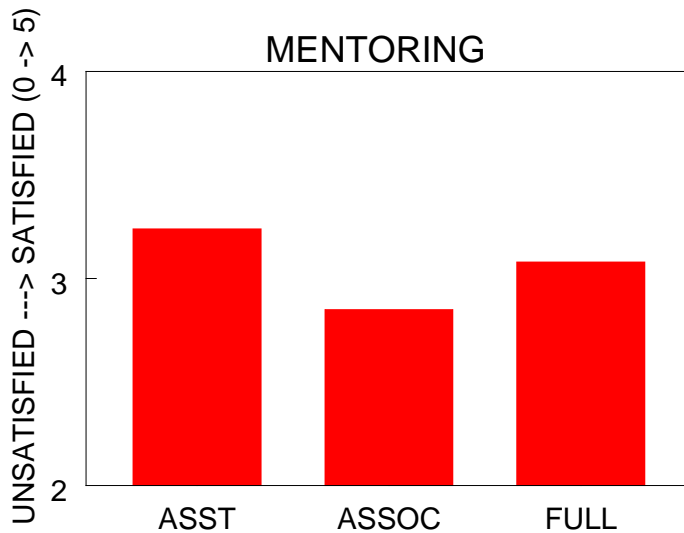
Associate professors are least satisfied about:

- 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 2012 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.

A new COACHE survey will be fielded March 1!

Be sure to tell us how you're doing!

- **We launched an Associate Professor Bag Lunch series**
- **We have increased opportunities for focused mentoring, e.g. through the Faculty Success Program at the National Center for Faculty Development and Diversity**
- **We are working harder to educate chairs about work-life programs and running inclusive departments**
- **.... We are listening and trying to take steps!!**



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.

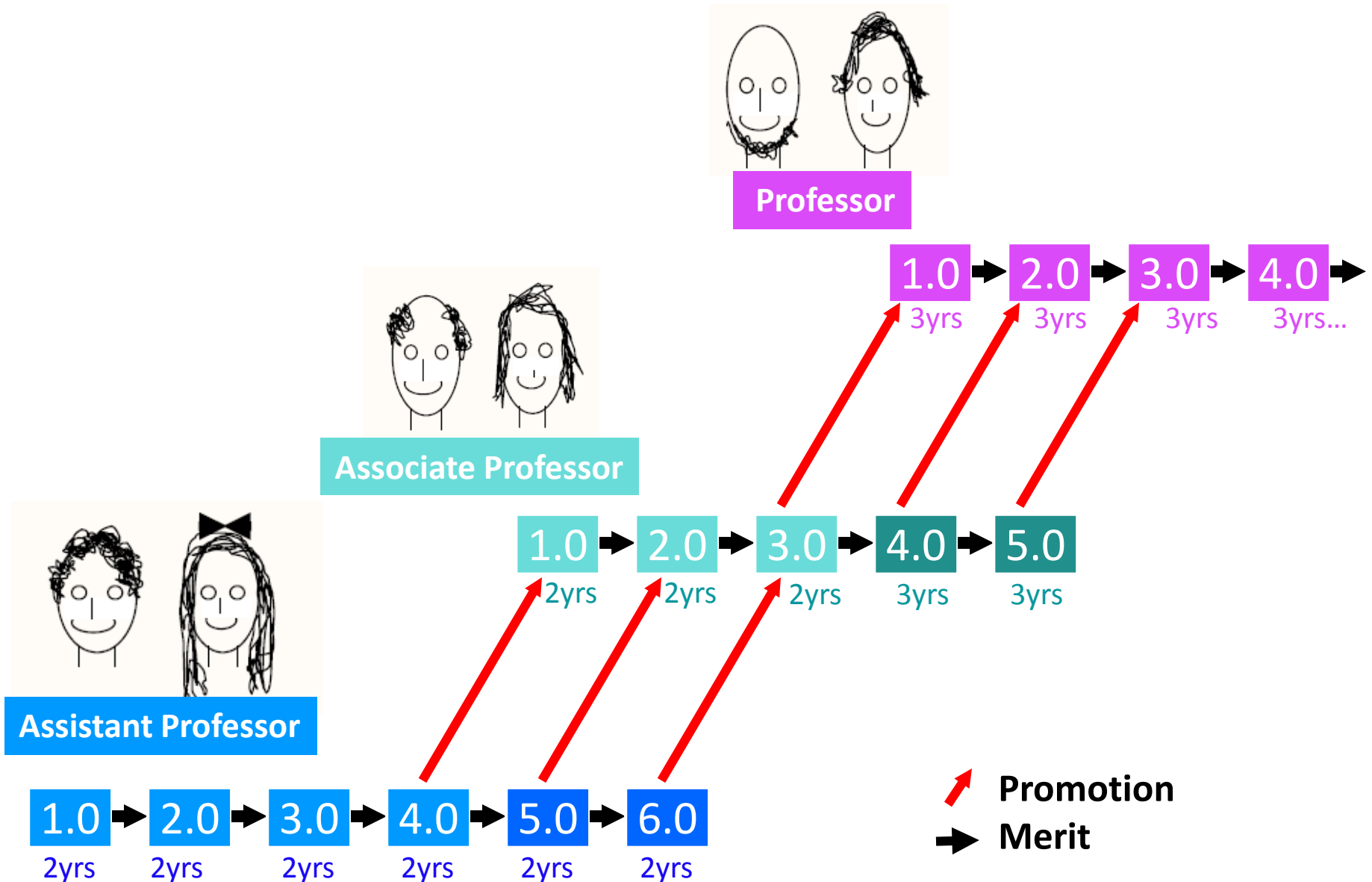
Recent addition: Contributions that promote diversity and equal opportunity are to be encouraged and given recognition

For promotion to the rank of Professor...

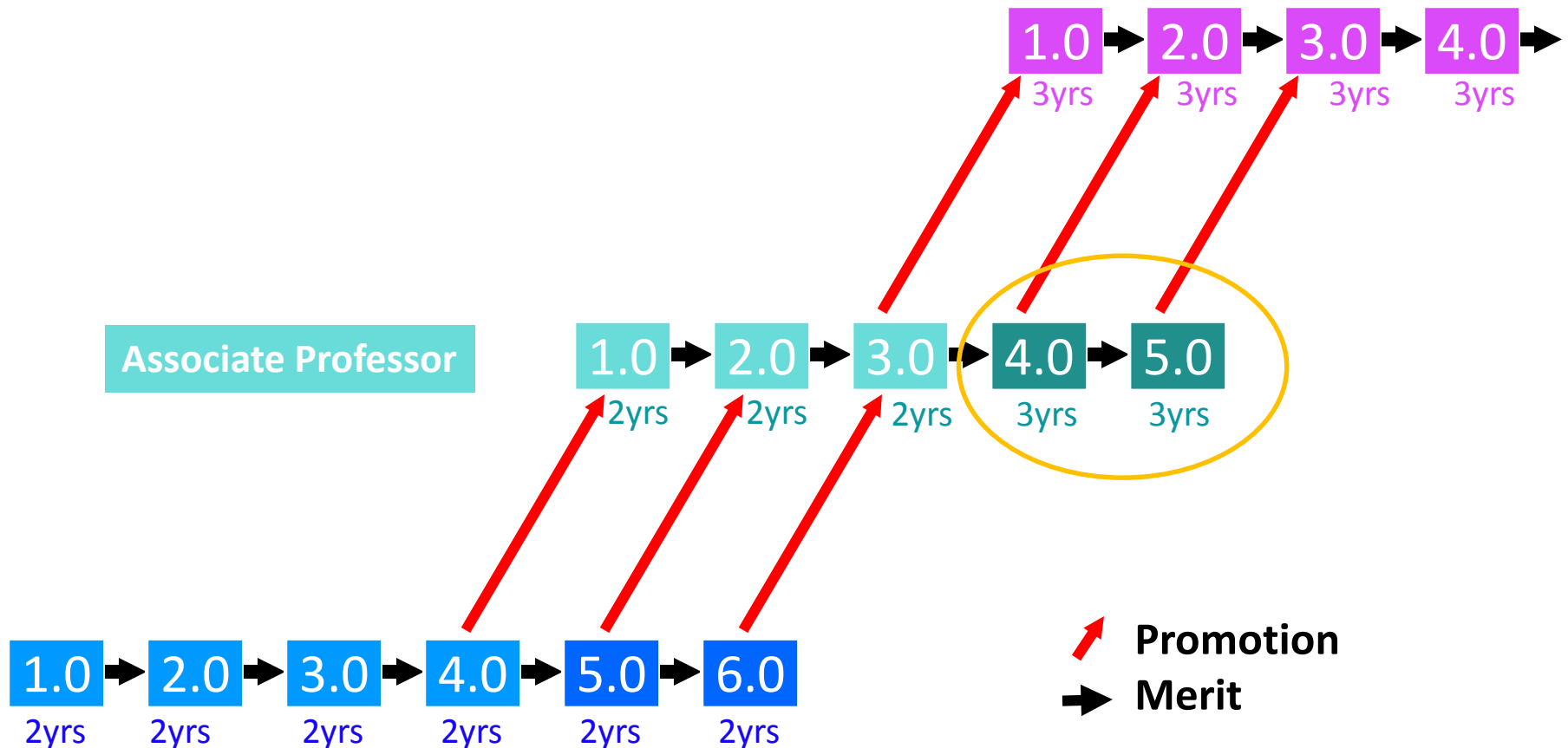
Superior intellectual attainment, as evidenced both in teaching and in research or other creative achievement, is an indispensable qualification for appointment or promotion to tenure positions.

A balanced record is key!

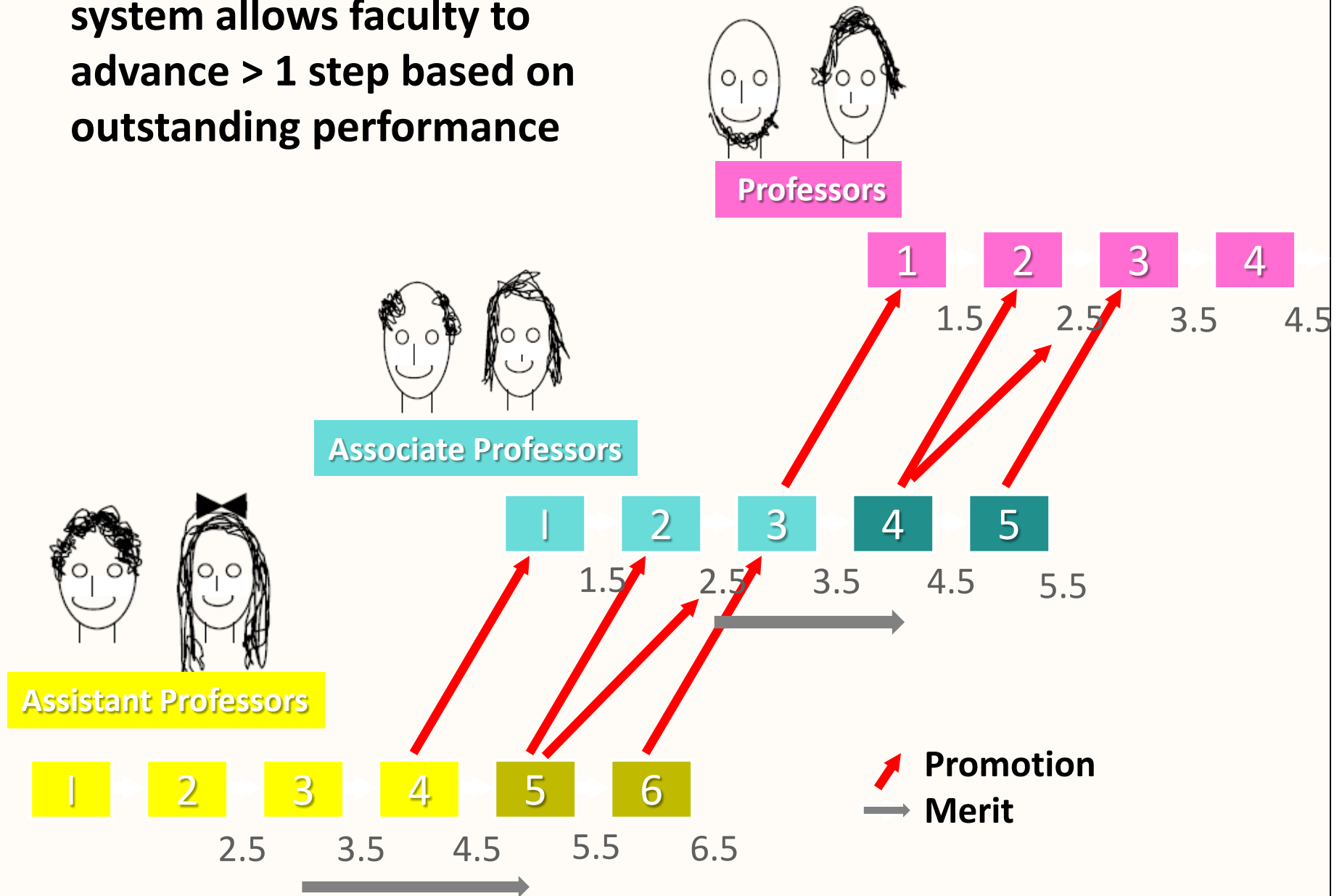
The “normative” timeline for merits and promotions



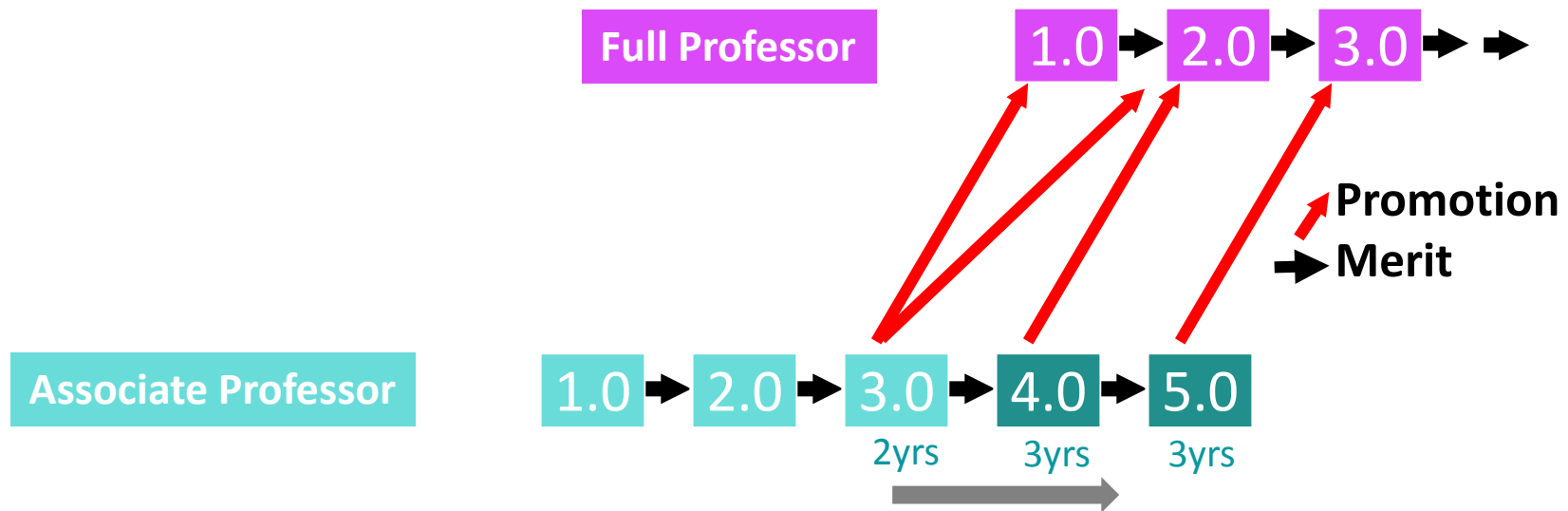
At the Associate rank, progress towards promotion can be recognized by merit advancement to the **overlapping steps**; *After 6 years at rank, these advancements are reviewed by CAP*



The UC Davis Step Plus system allows faculty to advance > 1 step based on outstanding performance



Step Plus considerations for advancement near overlapping steps: Step-Plus advancement versus acceleration in time



- Step Plus advancement criteria apply to any merit or promotion action for which the candidate has waited at least *normative time* at the current step
- Promotions can be accelerated in time, but only 1 step can be awarded
- A merit advancement of more than one step can be awarded to an overlapping step if one area of review is outstanding, the overall record is good, but criteria for promotion have not yet been met; the “6 year rule” applies!
- Normative time is determined as the *total* time spent at two 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 4.0) or near completion (Associate 5.0) 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!

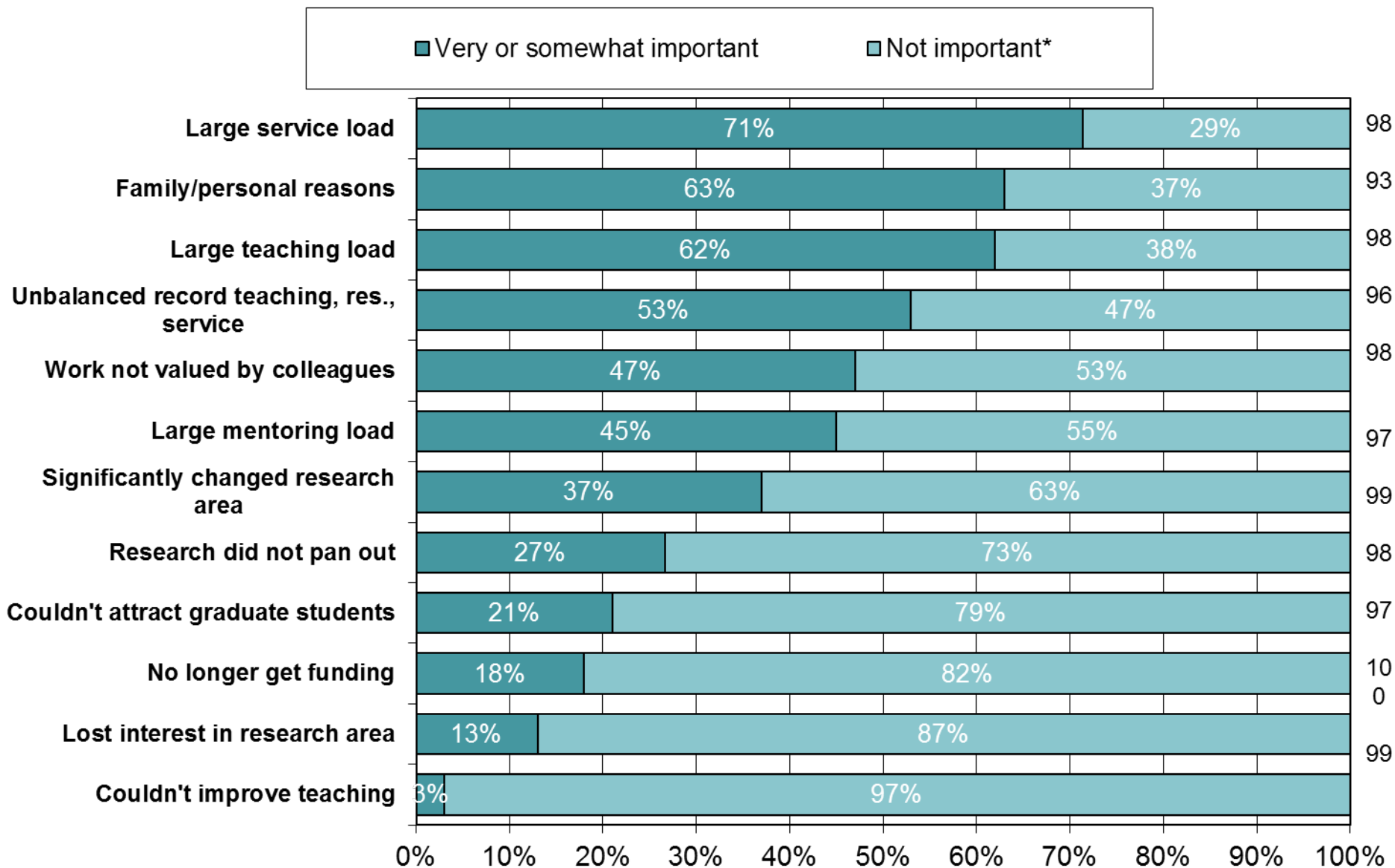
Examples of appropriate service for Associate Professors:

- 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.

Discussion, brainstorming

