

MID-CAREER FACULTY WORKSHOP NOTES AND REFLECTIONS

Useful Ideas I am learning from this workshop (about going up for Full Professor):

Action Steps I want to take:

Support and Resources I need to support my Action Steps:

What I will do to celebrate my taking action on these steps:

MID-CAREER FACULTY PLANNING PROCESS

(Adapted from Buch et al. 2011 and the UNC-Charlotte University Mentoring Plan: <http://www.advance.uncc.edu/>)

Step 1: Articulate Your Career Goals

- What are your career goals towards advancing to full professor?
- What are your short-term goals that will ultimately take you there?

Step 2 Understand the Promotion Criteria in your department and college

- Examine current departmental, college and university promotion criteria (available on the [Provost's website](#)). Contact your department for the specific promotion by-laws.
- Discuss current promotion criteria and guidelines for promotion with key departmental leaders (dean, department chair, mentors).
- Review if and how expectations changed over time and how these changes coincide with your career progress. For example, for many STEM and SBS faculty, the increasing importance of productivity metrics (e.g. Google Scholar, Web of Science, or related discipline impact metric) and external funding levels or expectations may be relevant.
- Ask to talk to successfully promoted candidates in your area for support and to review their candidate packet.

Step 3 Conduct a Self-Assessment on your Promotion Readiness

- Compare your performance outcomes based on your department and university's promotion requirements. To include:
 - Research (publications, productivity, awards)
 - Funding (federal, state, foundations, industry)
 - Teaching (awards, mentoring, evaluations)
 - Service (Internal)
 - Service (External)
- Assess your strengths and areas which need development.
 - What are your strengths and development needs?
 - What resources or support might you need to address a development need?
 - How is your current situation aligned with your department/unit needs and expectations?

Step 4 Write a Mid-Career Plan for Promotion

- The plan should map out the general path you want your career to take and help match skills and strengths and performance expectations to your career choices and work

activities. It is living document that you, in discussion with your chair and mentors, should frequently examine and update. The aim is to build upon your current strengths and interests, and to align them with department needs and performance criteria, by identifying areas for development and providing a way to address them. The plan should incorporate the results of Steps 1-3 above, and should include:

- Specific short- and long-term promotion goals and associated timeframes (what you want to achieve and by when)
- A list of outcomes that you would like to achieve, and the skills and strengths that you can build on or that you need to develop
- A list of approaches/resources/strategies/training, etc., you will need to achieve your plan (e.g., how will you implement it?). For example, NCFDD suggests conducting a time assessment of your research, service, and teaching requirements, and dedicate at least 30 minutes of research work per day.

Step 5 Discuss Plan with Mentor or Chair

- Share action plan and timetable with department chair and mentor(s).
- Ask for feedback on ideas on plan, obtaining the resources/implementing the plan, and how it aligns with department/unit need, and individual performance criteria
- Discuss and negotiate resources that can assist with plan implementation. Some examples include: faculty development leave, research student support, asking for frequent check-in meetings with the chair or mentors, attending FED, NCFDD or other faculty development sessions to support work toward promotion

Step 6 Implement the Plan

- Put your plan into action that includes accountability check-ins (w/mentor, chair, colleagues)
- Revise and modify the plan as necessary based on milestones.
- Celebrate milestones and reflect on changes needed.
- Review the plan with your mentor(s) and chair regularly.

ADVANCING TO FULL RANK @ UNT: HELPFUL RESOURCES AND AIDS

UNT Specific Resources

- Faculty Success: <https://vpaa.unt.edu/fs>
- Faculty Success' Promotion Workshops: <https://vpaa.unt.edu/fs/tenure>
- University and College-Specific Promotion and Tenure Guidelines (including timeline and instructions on uploading PT documents): <https://vpaa.unt.edu/provost/fis/tenure>
- Mentoring Grants: <https://vpaa.unt.edu/mentoring-grant-program>
- Faculty Development Leave: <https://vpaa.unt.edu/fs/development/leave>
- National Center for Faculty Development & Diversity (free access to UNT faculty): includes courses, webinars and resources, discussions on funding, promotion/tenure, writing, mentoring, diversity and advocacy: <https://vpaa.unt.edu/fs/inclusion-and-belonging/ncfdd>
- Research and Innovation Funding: <https://research.unt.edu/research-funding-opportunities>

Recommended Articles

- Baldwin, R., DeZure, D., Shaw, A., & Moretto, K. (2008, Sept-Oct). Mapping the terrain of mid-career faculty at a research university. *Change*, 46-55.
- Connelly, R. (2011). The Value of Self Promotion. Retrieved from https://www.insidehighered.com/advice/2011/07/18/essay_on_importance_of_self_promotion_for_young_faculty_members
- Fox, M. and Xiao, W. (2013). Perceived Chances for Promotion Among Women Associate Professors in Computing. Retrieved from: https://www.researchgate.net/publication/261135917_Perceived_Chances_for_Promotion_Among_Women_Associate_Professors_in_Computing_Individual_Departmental_and_Entrepreneurial_Factors
- Kolb, D. M. (2015, November). Be your own best advocate. Harvard Business Review. Retrieved from: <https://hbr.org/2015/11/be-your-own-best-advocate>.
- Anything by Kerry Ann Rockquemore! A few of our favorites from the "Finding Your Midcareer Mojo" column:
 - Mid-Career Mentoring. Available at <https://www.insidehighered.com/advice/2011/11/28/essay-need-tenured-faculty-members-have-mentoring>
 - Mid-career productivity. Available at: <https://www.insidehighered.com/advice/2012/07/09/essay-mid-career-productivity-issues>
 - Rebrand yourself. Available at: <https://www.insidehighered.com/advice/2012/07/16/essay-how-mid-career-faculty-members-can-rebrand-themselves>

- How to Move from Associate to Full Professor:
<https://www.insidehighered.com/advice/2020/05/22/guidance-how-move-associate-full-professor-opinion>
- Success After Tenure Lessons: <https://coache.gse.harvard.edu/blog/success-after-tenure-lessons-engaging-mid-career-faculty>
- The Path to Full Professor When Your Bid Fails:
<https://www.chronicle.com/article/the-path-to-full-professor-when-your-bid-for-promotion-fails>
- The Path to Full Professor: Timing is Everything:
<https://www.chronicle.com/article/the-path-to-full-professor-timing-is-everything>

Websites & Organizations

- Association for Women in Science: <https://www.awis.org/>
- Society of STEM Women of Color: <http://www.sswoc.net/>
- American Association for University Women: <http://www.aauw.org/>
- Women in Academe Report: <https://www.wiareport.com/>
- Women in Science and Engineering Leadership Institute (WISELI):
<http://wiseli.engr.wisc.edu/library.php>
- National Research Council on Women in STEM:
<http://sites.nationalacademies.org/PGA/cwsem/index.htm>