
The Tenure Process

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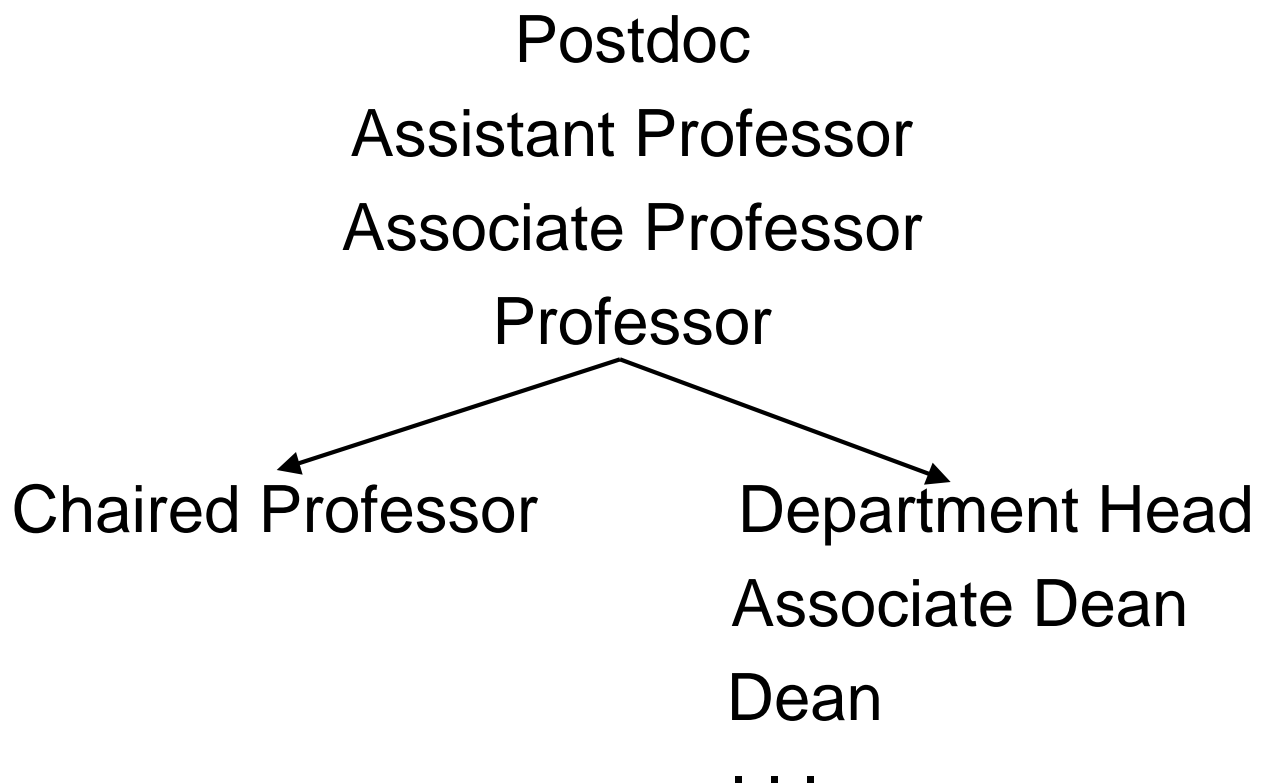
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Tenure

“a status granted after a trial period to a teacher protecting him from summary dismissal” Webster’s

- 71% of institutions had a tenure system in 1987
- 64.9% of faculty were tenured in 1987/88
 - » 59.2% of women, 74.9% of men

The Academic “Ladder”



Tenure Process

Usually a six year clock

- Find out the rules at your institution (read the published tenure guidelines)
- Find out the evaluation process
 - » Yearly oral evaluations by Dept. Head
 - » Regular written evaluations by Dept. P&T Committee, Dept. Head, and Dean
 - » Sixth year promotion and tenure review with external letters of recommendation

What's Important

Teaching
Research and Scholarship

Service

Types of Institutions

- Strong research focus
 - » PSU, MIT, Stanford, UCB, UIUC, ...
 - » But good teaching is also important

- Strong teaching focus
 - » Clarke, Rose Hulman, Goucher, ...
 - » But some research is also required

Dossier Preparation

- Teaching documentation
 - » Teaching evaluations (students and peers)
 - » Student research supervision
- Research and Scholarship
 - » Refereed publications (journals, proceedings)
 - » External funding
- Service
 - » University service
 - » Professional society service

P&T Survival Skills

- Establish your P&T file right away (practice good data collection)
- Make a “hit list” for external letter writers
- Take oral and written evaluations seriously; your department does!
- List actions to take to address areas of weakness and deliver
- Find a good mentor

Teaching

- Work toward positive slope on in-class teaching evaluations
- Take advantage of campus instructional development programs
- Ask colleagues for help
- Use texts that provide support material
- Set up your “kudos” file now
- Teach a blend of courses (small/large, undergrad/grad, etc.)

Research

- Articulate your research goals/plan - write it up and update it yearly
- Establish research independence from advisor quickly
- If coauthors can not serve as references, be careful with wide ranging collaboration
- Quality before quantity in publications
- Understand the importance of publishing in referred journals

Research, con't

- Attract graduate students to your group
 - » Offer grad level reading course as overload
 - » Use start-up RA monies wisely
 - » Use start-up equipment monies wisely
 - » Learn when and how to say “no”
- Target prime funding opportunities
 - » Industry career development monies to dept.
 - » NSF/ONR career competitions

Service

- Find out how/what service really counts
- Learn when/how to say no
- Good service - graduate recruiting committee, colloquia chair (in 4th, 5th year), student oriented activities
- Become active in professional society and conference activities - volunteer

External Letters

- Make a hit list of candidates
 - » knowledgeable in your research area(s)
 - » from the senior ranks
 - » from schools ranked equal or above yours
- Prime the list of candidates (preprints)
- As colloquium chair, invite candidates to give colloquia at your campus
- Invite yourself to give colloquia elsewhere
- Start networking at conferences

Who's Important

- Your department head
 - » work hard to establish and maintain good communication channels
- Senior faculty in your department
- Research colleagues
 - » faculty and students at your institution
 - » academic and industry colleagues elsewhere
- Your family and yourself

Recommendations

» For Graduate Students

- Practice the fine art of externalizing; don't let negatives get you down
- Don't discount your own experiences
- Recognize your own styles and learn how to balance your and your advisors' style
- Pick good role models and mentors
- Select advisors carefully
- Be aware of the future consequences of career-related decisions
- Belong to active networks of peers as well as professional groups

From Ginorio, *Warming the Climate for Women in Academic Science*

Recommendations

» For Faculty In Support of Themselves

- Do not expect more of your female colleagues in terms of support than you do of male colleagues
- Learn how to mentor your colleagues
- Say “no” when you need to and do not feel guilty about it
- Learn exactly what is expected of you in order to gain tenure, be promoted, or receive any other kinds of rewards
- Support flexibility in the system, including tenure
- Develop collaborative working relations both in and out of your department
- Participate in the activities of the women’s caucus of your professional organization

From Ginorio, *Warming the Climate for Women in Academic Science*

Recommendations

» For Faculty In Support of Students

- Change pedagogy/grading to reward different kinds of learning
- Include women's work in your course
- Check textbooks for non-stereotypical inclusion of women
- Check your own behaviors that might create a chilly climate
- Keep in mind students' lives beyond the department
- Support young women in being assertive, active, and feminist
- Ensure that the classroom behavior of students is not discouraging or disparaging to others
- Reward your colleagues who mentor/adapt; point out unacceptable behavior
- Negotiate for changes in courses and institutional policies

From Ginorio, *Warming the Climate for Women in Academic Science*
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Recommendations

» For Administrators - Chairs and Above

- Support programs for women and other UR student groups
- Develop admissions policies that do not put undue weight on GRE and other timed measures; recruit students in groups
- Assure equal access to resources, teaching loads, interaction
- Increase the number of students, TAs, and faculty who are women; increase their visibility
- Clearly outline the expectations for junior faculty members
- Provide each junior faculty member with a mentor
- Support women faculty in your department/college; monitor that they are not overextended to the detriment of their professional careers

From Ginorio, *Warming the Climate for Women in Academic Science*

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Recommendations

» For Administrators - Deans and Above

- Assure students' safety
- Provide incentives for the creation of on-campus jobs in SME-related settings
- Do a self-study; make dept chairs and dean accountable
- Change the reward system; reward departments, colleges, schools that do well
- Make your change efforts widely known
- Tailor your programs to the needs of different groups
- Revise the tenure process
- Support/establish an Office on the Status of Women Faculty

From Ginorio, *Warming the Climate for Women in Academic Science*

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