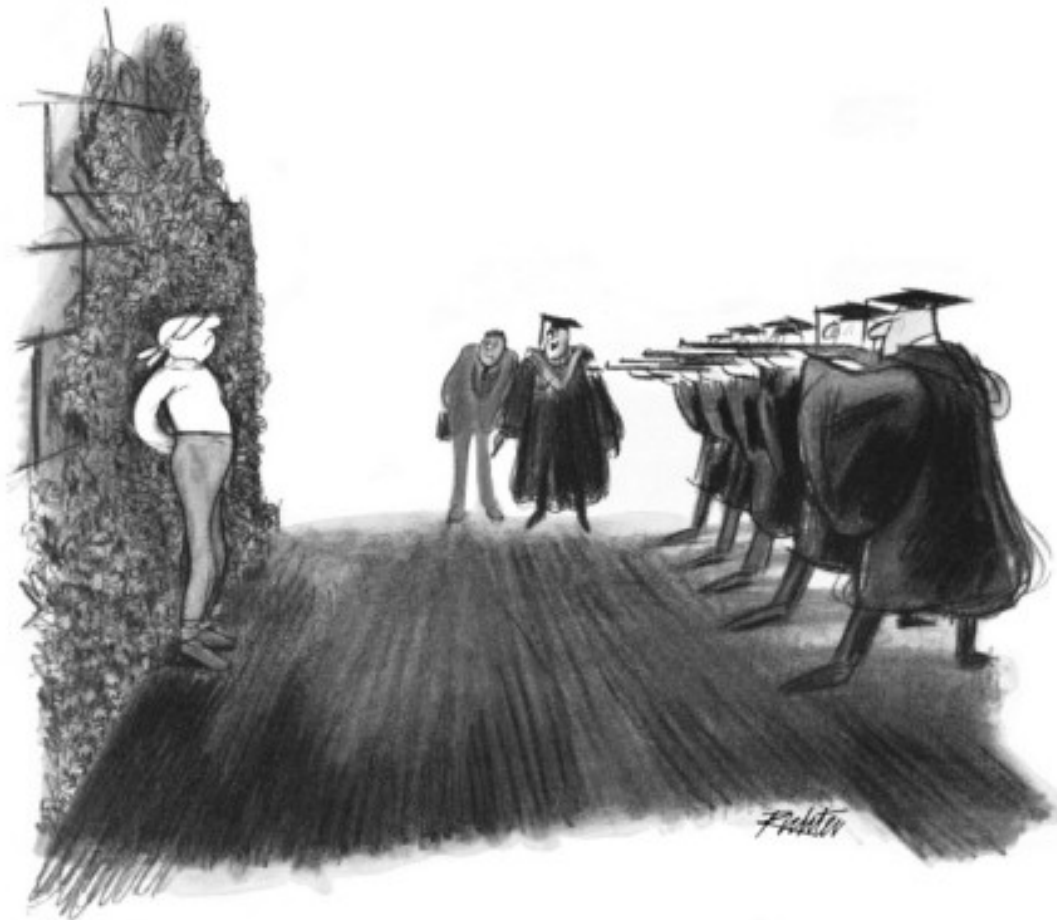


HOW TO PREPARE A SUCCESSFUL  
TENURE DOSSIER—AND HAVE FUN  
DOING IT ~~CASE~~

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*"It's publish or perish, and he hasn't published."*

# Criteria for Tenure

- Caveat: Perspective of a research-intensive university. YMMV.
- The University of Michigan's official statement:

“Tenure is awarded to those who demonstrate excellent teaching, outstanding research and scholarship, and substantial additional service, each of which must be relevant to the goals and needs of the University, college and department. The award of tenure is based on the achievement of distinction in an area of learning and the prediction of continued eminence throughout the individual's professional career.”

[University of Michigan Faculty Handbook]

# What That Means for a Computer or Information Scientist

- Research
  - A clear scientific identity
  - Impact
- Teaching
  - Demonstrated commitment
  - Quality inside and outside the classroom
  - Breadth
- Service
  - Good citizenship

# Research

- “Prof. Upphertenyer is a leader in applying techniques from ethnomusicology to the design of security systems for mobile devices. A lively workshop at ACM CCS last year grew out of her research, and Nokia is now testing a new security system based on her approach.”



- “Prof. Upphertenyer has published 53 papers in 14 different journals. They have covered topics ranging from artificial intelligence to zoological data mining. The three in my field are solid pieces of work; I’m sure that other reviewers will comment on the rest of papers.”



# Some Tips for Research

- Be selective in what you do
  - You'll have more opportunities than time.
  - Pick research projects that you're really excited about, and always think about how to tell a story about your overall body of work.
  - Don't be afraid of interdisciplinary work: What matters is the coherence of the body of research.
  - Craft your story
    - In advance of your tenure year: Go to conferences and talk to others. Use these interactions to refine your story.
    - In preparing your casebook, make it easy for others to see what your scientific identity is—and what impact your research has had. Tell your story, and consider your audiences: reviewers, your senior colleagues, your dean, the provost.

# Teaching

- “Prof. Upphertenyer has taught an introductory CS course with 100 students; an upper division course on computer security that also includes graduate students; and a doctoral seminar. She struggled at first in the introductory course, but sought advice from the Center for Teaching and Learning, and her performance has consistently improved. She has also mentored 2 UROP projects, and 3 doctoral students, one of whom received his Ph.D. last year.”
- “Prof. Upphertenyer has done an outstanding job teaching CS 788, a doctoral seminar focusing on her research. This has been her main teaching assignment, although last year she also co-taught a senior undergraduate class. It’s understandable that her teaching evaluations for that course were very low, because it was the first time she had taught a large class. She has 4 doctoral students who are all pre-candidates.”





# Some Tips for Teaching

- Take it seriously: it matters—and it's rewarding!
- Ask for a limited variety of teaching assignments early on
  - You should, if at all possible, focus on a relatively small set of different courses
  - But make sure that they span levels and possibly topics
- If you're struggling in the classroom, get help
- Try to find a couple of good doctoral students early, and work diligently with them
- Don't overlook opportunities to work with undergraduate and masters' students



# Service

- “Prof. Upphertenyer is an active participant in departmental affairs. She has served on the faculty recruiting committee and on the curriculum committee and in all cases was cooperative and helpful in enabling the committee to do its work. She has also begun to take on visible external professional services roles, for example as a member of the program committee for the International WWW conference and a workshop organizer for last year’s IEEE Symposium on Security and Privacy.” 
- “We never see Prof. Upphertenyer except at the annual holiday party.” 

# Some Tips for Service

- Do some!

# What was that about having fun?

- The fact that you're thinking about tenure as a computer or information scientist means you have lots of options
- Make sure you're enjoying what you do
  - Maybe not every single day, but most of the time
- And don't forget to have a life outside of work.