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# Preparing a Tenure Dossier

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# Tenure

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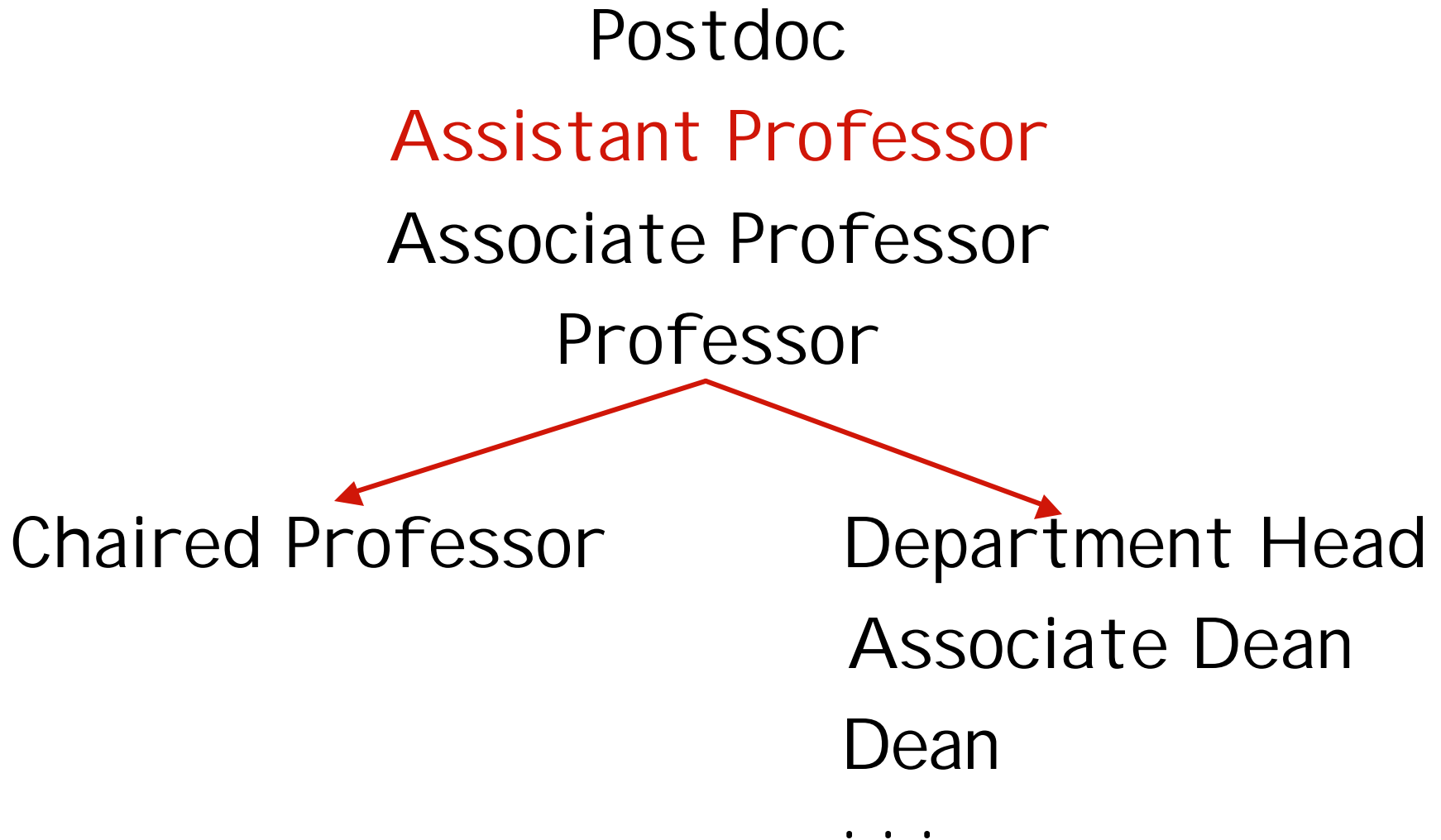
“a status granted after a trial period to a teacher protecting him from summary dismissal” Webster’s

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

# The Academic “Ladder”

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# Tenure Process

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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 letters from **external** evaluators

# What's Important

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Teaching  
Research and Scholarship

Service

# Types of Institutions

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- 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

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- Teaching
  - » Teaching evaluations (students and peers)
  - » Student research supervision
- Research and Scholarship
  - » Refereed publications (journals, conf. proceedings)
  - » External funding
- Service
  - » Service to your University, College, Dept.
  - » Service to your profession

# Data Collection

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- Sample of PSU “rainbow” promotion and tenure dossier file dividers



# P&T Survival Skills

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- Establish your P&T data file right away (practice good data collection)
- Make a “hit list” of people to serve as external evaluators; groom them
- Take oral and written evaluations seriously; your dept. does!
- List actions to take to address areas of weakness; get feedback on them
- Find a good mentor in your dept. or college

# Teaching

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- Articulate your teaching goals/plan - write it up and update it yearly
- Shoot for a positive slope on in-class evaluations
  - » Take advantage of campus support programs
  - » Ask dept. colleagues for help
  - » Use texts that provide support material
- Set up your on-line “kudos” file now
- Try to teach a blend of courses (small/large, undergrad/grad, etc.) but not too many different ones

# Research

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

# Research, con't

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- Recruit good graduate students
  - » Offer grad level reading course as overload
  - » Use start-up RA and equipment monies wisely
  - » Serve on dept. grad recruiting committee
  - » Learn when and how to say “no”
- Target prime funding opportunities
  - » Industry career development monies to dept.
  - » NSF/ONR/ARL CAREER competitions
    - borrow sample proposals from successful dept. colleagues

# Service

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- 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 Evaluators

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- 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

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- Your Dept. 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