

Survive and Thrive in the MSU Tenure System

February 23, 2017

1

Stephen Hsu

Vice President for Research and Graduate Studies

**Survive and Thrive in
the MSU Tenure System**

February 23, 2017

2

Process

- Department - college - university administration
- Make your case: the file is "you" in the promotion process.
- Make sure expectations are clear: Talk to your chair regularly!



3

Promotion to tenure

- Teaching, research, service
- External funding
- Co-authorship



4

Promotion to full professor

- *Sustained* scholarly output - no last-minute surge
- Continued excellence in teaching and service

5

Career strategies

- Benchmarking: Have a plan!
- Mentoring
- Support groups

6

Finally: ENJOY!

Don't forget what attracted you originally to academic life - "the life of the mind" :-)

7

Spartan Ideas (spartanideas.msu.edu)

Spartan Ideas

A collection of thoughts, ideas, and opinions independently written by members of the MSU community and curated by MSU Libraries

About Spartan Ideas

Spartan Ideas is a collection of thoughts, ideas, and opinions independently written by members of the MSU community and curated by MSU Libraries

- FAQs
- Site Caratons
- Starting a Blog
- Terms of Use

Follow @SpartanIdeas

Categories

- Agriculture
- Anthropology
- Archaeology
- Art
- Business
- Chemistry
- Computer Science
- Criminal Justice

Ratchets Within Ratchets



For those interested in political philosophy, or Trump's travel ban, I recommend this discussion on Scott Aaronson's blog, which features a commenter calling himself Boldrug (see also Bannon and Moldbug in the news recently :) Both Scott and Boldrug seem to agree that scientific/technological progress is a positive ratchet caught within a negative ratchet of societal and ...

More -->

February 6, 2017 Stephen Hou
Leave a comment

Asking for a Skeptic Friend

I sometimes get email from people asking, in one way or another, whether our long-term evolution experiment (LTEE) with *E. coli* provides evidence of evolution writ large -- new species, new information, or something of that sort. I try to answer these questions by providing some examples of what we've seen change, and by putting ...

More -->

February 6, 2017 Richard Lenski

Leave a comment

Lending a Hand - Or a Box - From the Start



Baby Universes in the Laboratory



This was on the new books table at our local bookstore. I had almost forgotten about doing an interview and corresponding with the author some time ago. See also here and here. The book is a well-written overview of some of the more theoretical aspects of inflationary cosmology, the big bang, the multiverse, etc. It

8

Spartan Ideas

- If you wish to have the curators consider your personal blog for re-posting, please contact Steve Sowards, associate director of the Libraries sowards@msu.edu
- If you need help in starting your own independent blog, contact research@msu.edu

9

We can help...

- The Office of the Vice President is tasked with increasing research funding
- But we also have a commitment to supporting all types of scholarship and creative activity



10

SURVIVE AND THRIVE IN THE MSU TENURE SYSTEM

The Process and Some Key Issues

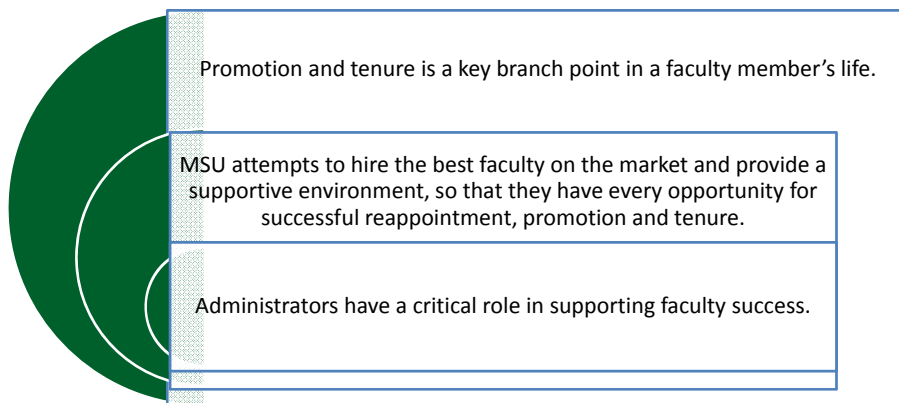
Theodore H. Curry II
Associate Provost and Associate Vice President
Academic Human Resources

11

"To say that the faculty are the University may be trite, but it is nonetheless true. To me a university faculty member has always seemed to be among the most blessed of mankind. He is permitted to spend his time in the search of knowledge and in expounding the knowledge he possesses to the intellectual elite among the youth of the nation."

Walter H. Johns
The History of the University of Alberta, 1908-1969

The MSU Philosophy



The Annual Memorandum on "Appointment, Reappointment, Promotion and Tenure"

- Some selected quotes

- At MSU, faculty are expected to be both active scholars and student-focused, demonstrating substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs.
- MSU must improve continuously. To do so requires that academic personnel decisions must result in a progressively stronger faculty – a faculty who meets continuously higher standards that assures enhanced quality within a national and international context ... Individual personnel actions recommending tenure should result in the improvement of academic unit quality.

15

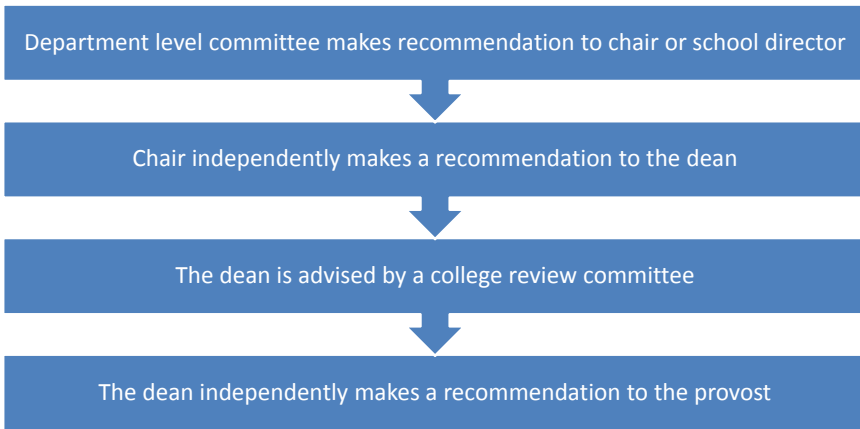
- Assessment of faculty performance should recognize the importance of both teaching and research and their extension beyond the borders of the campus as part of the outreach dimension.
- The achievement and performance level required must be competitive with faculties of leading research-intensive, land-grant universities of international scope. (comparison is important)

16

Key Policy Issues

1. The norm – One 4 year and one 3 year probationary appointment for assistant professors
 - Associate professors may be hired with one probationary appointment, usually 2-4 years.
 - Starting date of the “tenure clock” is August 16, regardless of when during the calendar year the appointment is effective.

THE REVIEW PROCESS



THE REVIEW PROCESS (Continued)

Representatives of the provost meet with each dean – Associate Provost AHR, VPRGS, and a distinguished MSU faculty member -- to review each case



Provost meets with representatives and formulates recommendations for President and Board of Trustees



19

University Level Peer Review Committee for Tenure

Role in the Process

Kathy Petroni

Deloitte/Michael Licata Professor of Accounting

Associate Dean for Undergraduate Programs in the Broad College of Business



20

Committee Make-up

12 faculty members
“all distinguished”
one from most colleges

4 Subgroups

My group

Members from:

Business, Social Science, Natural Science

We reviewed:

Business, Com Arts, Education, James Madison, Law, and Social Science



21

Materials Reviewed

All Material provided by the Dean to the Provost
Form D (includes faculty advisory votes)
Annual Performance Reviews
External Letters and related information

Subcommittee Discussion



22

Representative of Subgroup

Joins the meeting with

- College Dean (Associate Dean may also attend)
- Associate Provost for Academic Human Resources
- Vice President for Research and Graduate Studies

Each candidate is discussed

Subgroup's thoughts are shared
only advisory



23

Our Role

Seek to have a progressively stronger faculty

Seek to maintain integrity of the process

Independent Faculty Review

- Faculty voice outside a candidate's community

- Objective

Impact

- not likely on any one candidate

- over time?

- Learn what an amazing faculty we have



24

2. “A recommendation for promotion from assistant professor to associate professor in the tenure system should be based on **several years of sustained, outstanding achievements** in education and scholarship across the mission, consistent with performance levels expected for promotion to associate professor at peer universities. **A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance for predicting capacity to become an expert of national stature and long-term, high-quality professional achievement.**”

25

3. Extending the Tenure Clock

The tenure system probationary appointment for the next reappointment/promotion/tenure review is extended automatically for one year for the following reasons:

- Leaves of absence with or without pay that are one semester to twelve months.
- Changes in appointment to 50% time or less for one year.
- An extension recommended as an outcome of a hearing and/or appeal conducted pursuant to the Faculty Grievance Policy.

26

3. Extending the Tenure Clock (cont'd)

The tenure system probationary appointment for the next reappointment/promotion/tenure review is extended automatically **upon faculty request** for one year for the birth or adoption of a child.

- Extensions for this reason are limited to two separate one-year extensions during the entire probationary period. The request for an automatic one-year extension for the birth or adoption of a child must be submitted within two years of the birth/adoption, but no later than the due date for the submission to the department/school of the dossier for the next reappointment/promotion/tenure review.

27

- Additional extensions of the probationary appointment may be requested from the University Committee on Faculty Tenure (UCFT) for reasons related to:
 - childbirth, adoption, the care of an ill and/or disabled child, spouse, or parent;
 - personal illness;
 - to receive prestigious awards, fellowships, and/or special assignment opportunities; or
 - other such serious constraints.

28

4. Criteria and procedures must be examined locally.
 - Get copies of standards, procedures, etc.
 - Review college and/or unit mentoring policy
 - Joint appointments
 - Review Multiple Appointment Memorandum
 - Annual performance reviews
 - Conferring with peer advisory committee before a recommendation is forwarded
 - *Points of Distinction* provides a framework for outreach

29

5. Evaluation of teaching, research/creative activities, and service
6. External letters of reference
7. College-level committee
8. Role of central administration
9. Form D
10. WorkLife@msu.edu
11. Resources/checklist – “*Reappointment, Promotion and Tenure Toolkit – A Resource for Tenure System Faculty at Michigan State University*”, developed with our NSF Advance Grant

30

Rule #1

TALK TO YOUR CHAIR/DIRECTOR & MENTOR(S)

Tracking and Documenting Your Accomplishments

Survive and Thrive in the MSU Tenure System

February 23, 2017

Ann Austin

Professor, Higher Education,
Associate Dean for Research, College of Education
Assistant Provost, Faculty Development-Career Paths



Setting the Context

- Why is documentation important?
- What should you document?
- How to document?
- What are the uses of documentation?



33

Why is documentation important?

- Helps make the case for who you are, what you have accomplished, and your expected future trajectory
- But...
 - You can't document what you don't remember
 - You can't document what you don't have evidence to support.

34

Documentation demonstrates who you are as a scholar:

- What questions you address
- How you situate your work
- What the synergies or connections are across the components of your work
- The impact you are making
- Your path to date
- Your trajectory as you look forward
- Your vitality and excellence as a faculty member

35

What should you document?

- All aspects of your work
- Teaching
- Research
- Service and Outreach
- The connections across the components of your work



36

How to document your work?



- Establish a system for record-keeping
- Be consistent, systematic, and organized
- Archive each significant event and benchmark in your professional career
- Seek and plan ways to demonstrate impact

37

What are the uses of your documentation?

- Annual reviews
- Tenure and promotion review processes
- Easy access of information for your own use
- Sharing with colleagues or those who request information
- Self-reflection on your progress and impact over time

38

General Suggestions

- Develop compelling evidence
- Know the expectations and norms for dossiers
- Seek feedback on your dossier
- Start to prepare materials early
- Have a system to document your work

39

Video to highlight details of documenting

- Video speaker: Punya Mishra, Professor and Associate Dean of Scholarship & Research at the Mary Lou Fulton Teacher's College at Arizona State University
- Documentation Ideas from Ann Austin & Punya Mishra



40

MICHIGAN STATE UNIVERSITY

MICHIGAN STATE UNIVERSITY

Survive & Thrive in the MSU Tenure System



Office of Faculty & Organizational Development

41

MICHIGAN STATE UNIVERSITY

Break

10:20 a.m. – 10:30 a.m.

42

The Reflective Essay in the Reappointment, Promotion and Tenure Process

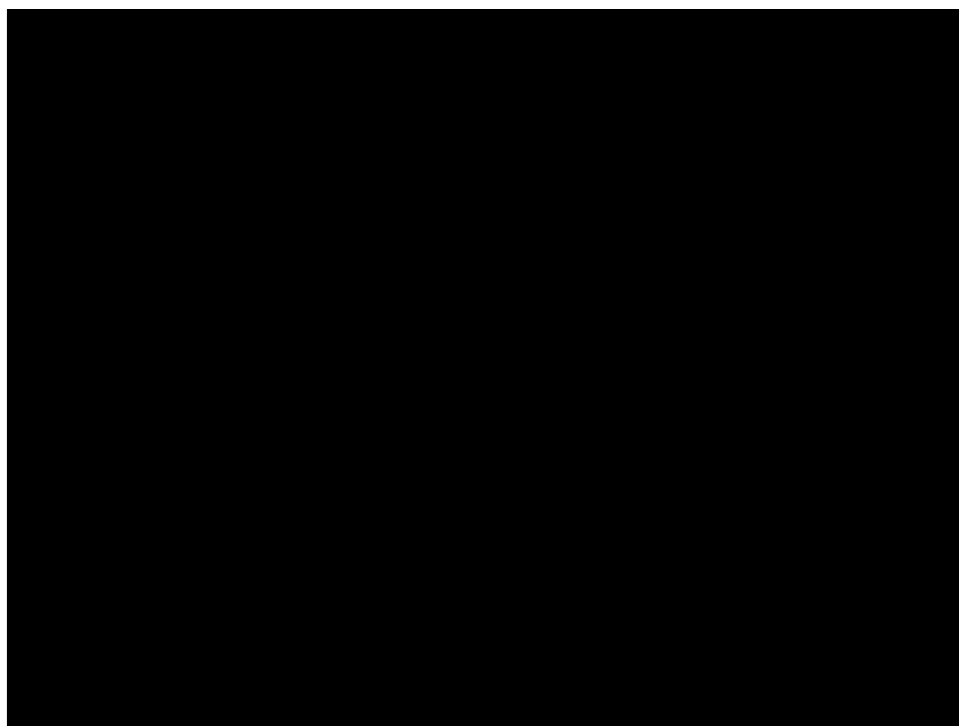
43

The Reflective Essay in the Reappointment, Promotion and Tenure Process

David B. Schweikhardt
Department of Agricultural, Food
and Resource Economics




44



MICHIGAN STATE UNIVERSITY

How to Survive and Thrive the Tenure Process Panel



46