

**Promotion to Professor Panel: Tips from Academic Deans and Department Heads  
November 13<sup>th</sup>, 2013**

Attendance

- Thirty five individuals attended the training, five of whom were panelists. Twenty six participants completed evaluations:
  - Of these 26 participants, five (19.2%) identified as administrators, two (7.7%) as full professors, 12 (50.0%) as associate professors, five (19.2%) as assistant professors, and one (3.8%) participant did not respond regarding her or his role at NDSU.

Quantitative Results from the Evaluation Form

**My understanding of the process and criteria for promotion to full professor at NDSU has improved after today's panel.**

	Frequency	Percent	Cumulative Percent
Disagree	1	3.8	3.8
Agree	14	53.8	57.7
Strongly Agree	11	42.3	100.0
Total	26	100.0	

**I feel I have acquired new skills and/or information about preparing materials to apply for promotion to full professor at NDSU.**

	Frequency	Percent	Cumulative Percent
Disagree	4	15.4	15.4
Agree	12	46.2	61.5
Strongly Agree	8	30.8	92.3
N/A	2	7.7	100.0
Total	26	100.0	

**As a result of my participation in this session, I will be able to implement new strategies in my own process of becoming a full professor.**

	Frequency	Percent	Cumulative Percent
Disagree	2	7.7	7.7
Agree	10	38.5	46.2
Strongly Agree	9	34.6	80.8
N/A	5	19.2	100.0
Total	26	100.0	

**I feel I have acquired new skills and/or information about determining when I am ready to apply for promotion to full professor at NDSU.**

	Frequency	Percent	Cumulative Percent
Disagree	2	7.7	7.7
Agree	12	46.2	53.8
Strongly Agree	8	30.8	84.6
N/A	4	15.4	100.0
Total	26	100.0	

**I would recommend this panel discussion to others**

	Frequency	Percent	Cumulative Percent
Agree	8	30.8	32.0
Strongly Agree	17	65.4	100.0
Missing Data	1	3.8	
Total	26	100.0	

**How would you rate the overall quality of this panel?**

	Frequency	Percent	Cumulative Percent
Average	4	15.4	15.4
Above Average	14	53.8	69.2
Excellent	8	30.8	100.0
Total	26	100.0	

Qualitative Results from the Evaluation Form

1. What questions do you still have after attending this panel? Please list any topics related to the promotion process from associate to full professor that you would like to receive additional information about or items that need further clarification. Your suggestions will be used to structure future sessions on the promotion process to full professor.
  - How do we know when we are ready to go up? The process/requirements are fuzzy and ill defined and leave a lot of room for personal interpretation.
  - Should we be reviewing 352? Should new deans or a new Provost make a difference in the PTE process?
  - Mentoring committees for promotion from associate to full – what is their role, what are some best practices they can use?
  - More information about how to know when you are ready to go up for full – what are the milestones that one should mark off?
  - Explain national/international reputations? Mentor programs not functional for everyone. Matter of convenience for mentor.
  - Often hear stories of people who want to be up for full promotion after being tenured for a relatively short period (like three years) and they would be persuaded by their department chair or other senior faculty to wait for one or two years. Is it really that people have this invisible expectation on the “right” time to go up?
  
2. What do you think were the most helpful or valuable aspects of the panel you attended today?
  - Hearing about the advice panelists received.
  - The discussion was good, continuous contribution comment on interdisciplinary research, backseat collaboration.
  - Focus on the rocks.
  - More of a national focus – serving on national committees, editorial boards, etc.
  - Interaction among panelists and audience.
  - The viewpoints of how performance is evaluated.
  - Reminder from the Provost that it’s “high quality teaching, research, and service” not one or the other – and.
  - Sharing ideas on what is important.
  - Lack of feedback and change in criteria during the track was not communicated or offered participation.
  - Motivation to keep at it.
  - All the comments from the panelists were helpful.
  - Prospective expectation from dean/chair.
  
3. What is one tip that you got today that will be useful as you prepare to apply for promotion to full professor?
  - Get busy.
  - Take risks and be more collaborative.
  - William’s point on mentoring (and echoed by others) was excellent. Gary’s point about who can/should be a mentor was helpful.
  - Sleep faster. Beware of the responsibility that comes with the title.
  - National/international stature.
  - Ask mentors if I am ready.
  - Risk taking is not always successful and not rewarded.
  - Keep looking for opportunity to participate on national committee.
  - It reinforced my feeling that the expectations are such that it may not be possible for me to do this.
  - Get involved in international level of services such as being a journal editor and on technical committees. Find mentors.
  - Keep going even after tenure.

4. How could the panel be improved to be more beneficial to you?
  - Submit questions to panel before the lunch – so topics and be more specific.
  - Having a panelist from a non-STEM unit who could speak to social science faculty. Watch gender based references that are not inclusive.
  - Service is pushed on to junior faculty...or else. Judgment doesn't seem to follow the job description.
  - Maybe learning how to “sleep faster” is what is needed.
  
5. Please provide any additional comments you have about today's panel discussion and/or the FORWARD program in general below or on the back of this page.
  - [Rated assessment questions as “disagree”] Knew a lot before 😊.
  - Very helpful.
  - I appreciate the panel's time in answering questions.
  - Out of department evaluation of portfolio. It is very difficult to pursue recognition with limited resources to accomplish job.
  - Learning how to negotiate for more time for some parts of the job with administration might be helpful. I have never had a mentor. Department chair is not.
  
6. Questions from the audience.
  - How do you know you are ready to go up?
  - If our department PTE committee has no full professors, can we get someone on there from a different department?
  - You all have talked about research and service and how they play a role in promotion to full professor. How about teaching? Does it matter at all?
  - What are the eligibility requirements for writers of outside/inside support?