

FORWARD
Promotion to Professor Session: Moving from Associate to Full Professor
February 18th, 2015

Attendance

Fifty-three faculty members attended the training, and 39 completed evaluations.

- Of those who completed evaluations, seven (17.9%) participants identified as administrators, three (7.7%) as full professors, 25 (64.1%) as associate professors, three (7.7%) as assistant professors, and one (2.6%) did not respond to the question.

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 session.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	5.1	5.3
Disagree	2	5.1	10.5
Agree	15	38.5	50.0
Strongly Agree	19	48.7	100.0
Total	38	97.4	
Missing Data	1	2.6	
Total	39	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
Strongly Disagree	2	5.1	5.3
Disagree	2	5.1	10.5
Agree	15	38.5	50.0
Strongly Agree	14	35.9	86.8
Not Applicable	5	12.8	100.0
Missing Data	1	2.6	
Total	39	100.0	

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

	Frequency	Percent	Cumulative Percent
Strongly Disagree	2	5.1	5.4
Disagree	2	5.1	10.8
Agree	9	23.1	35.1
Strongly Agree	14	35.9	73.0
Not Applicable	10	25.6	100.0
Missing Data	2	5.1	
Total	39	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
Strongly Disagree	2	5.1	5.4
Disagree	2	5.1	10.8
Agree	11	28.2	40.5
Strongly Agree	14	35.9	78.4
Not Applicable	8	20.5	100.0
Missing Data	2	5.1	
Total	39	100.0	

I would recommend this session to others.

	Frequency	Percent	Cumulative Percent
Strongly Disagree	1	2.6	2.6
Agree	12	30.8	34.2
Strongly Agree	25	64.1	100.0
Missing Data	1	2.6	
Total	39	100.0	

How would you rate the overall quality of this session?

	Frequency	Percent	Cumulative Percent
Poor/Below Average	1	2.6	2.8
Average	5	12.8	16.7
Above Average	18	46.2	66.7
Excellent	12	30.8	100.0
Missing Data	3	7.7	
Total	39	100.0	

Qualitative Results from the Evaluation Form

1. What questions do you still have after attending this session? 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.
 - Main criteria required by NDSU not peoples' personal experience from other institutions!
 - What standards are faculty evaluated under?
 - How to change culture quickly. Huge underserved EGO.
 - Handout with some guidelines.
 - We need to look on the college documents to spell out expectations more clearly.
 - A better understanding of the local (i.e., college level and department level) expectations.
 - Extent of formality in mentoring associate professors.
 - Need some standard on full professorship!
 - Great session.

2. What do you think were the most helpful or valuable aspects of the session you attended today?
 - Grab our attention regarding promotion.
 - The perspective of the Provost and what she is perceiving is important.
 - Information directly from Provost about her "standards" for approving a promotion.
 - External letters worthless.
 - All of them.
 - Understanding the whole picture towards full professor.
 - Getting Provost Ingram's insight in the process.
 - Her own personal experience. She likes the longer personal statement. We should change the guidelines to implement that.
 - Discussion of timing.
 - Understanding what the Provost looks for and especially what she would like to see in the "Context Statement."
 - This session was useful and well-organized, but I was already familiar with most of the general advice.
 - Answered a lot of questions.
 - Insight from the Provost was informative as to expectations from that level.
 - New ideas and reinforced other ideas.
 - The honest answers to questions.
 - Provost Ingram's frankness.
 - The Provost's top 10 list of recommendations.
 - It brought a bit more clarity to the process.
 - Clarity on how the process of promotion.

3. What is one tip that you got today that will be useful as you prepare to apply for promotion to full professor?
 - Plan research.
 - Freedom when you are tenured. Team work and get along with colleagues rather than being a superstar!
 - Build national/international reputation. Have five years of data before going up.

- Write your document as “a story of you.”
 - She said she would not impose new criteria but in discussion already doing it.
 - Standards in college and department.
 - Get input from other faculty members. Be a proactive faculty member with others in department.
 - Set a plan.
 - Continue what I have been doing to get tenure.
 - What’s the most important for promotion.
 - Liked the idea of having the person going up tell their story.
 - Portfolio should tell a story.
 - Have portfolio ready.
 - All about the research. ☺ Nice to hear it spoken.
 - Expand my research agenda/branch out into other research areas.
 - Perspective to take when writing statement of context.
 - Have a strong portfolio.
4. How could the session be improved to be more beneficial to you?
- Bring some recently promoted professors and share their experience.
 - Be more specific. Example of successful and unsuccessful applications.
 - This (NDSU) is NOT Iowa.
 - I liked it as is.
 - I think folks misunderstood the term “international reputation.” One can gain an international reputation simply by publishing high-impact research in top-notch “domestic” journals, etc.
 - Have the Deans of colleges do a similar seminar to understand what my Dean expects.
 - Gives clarity to the process.
5. Please provide any additional comments you have about today’s session discussion and/or the FORWARD program in general below or on the back of this page.
- I liked Provost Ingrams’s top ten list.
 - Run from this provost.
 - Provost Ingram did an excellent job and did a great job of answering a variety of questions and actually answering the questions asked (big change from previous provost).
 - Thank you for providing lunch!
6. Questions from audience:
- NDSU policy makes no statement as to how long one should remain as Associate before going up to Full... even “normally.” Wouldn’t a guidance-worded change in policy be helpful?
 - How much international experience should you have? Must you go and work overseas? Or publish in international journals?
 - When do you know that you should apply for full professor, e.g., eight years or others?
 - What do you think if a Department chair falsified a faculty member’s teaching evaluation and tried to destroy the faculty member’s PT?
 - Does experience at another institution/research lab count towards the promotion to professor?
 - How important is supervision of graduate students? In units with small graduate programs, can supervision of postdocs and undergraduate students substitute?
 - If chair or dean’s interest is conflicting to review a faculty member’s PT, what do you suggest?
 - Do you think an assistant professor going up for tenure with a high level of international collaboration needs to focus more locally and domestically?
 - For external letters, what kind of recommendations do you have for good practices that faculty can use to get good letters?
 - Do you see any conflict of interest in associate faculty evaluating associate faculty? As we grow as an institution do you think it will be just full professors doing the associate faculty evaluation?
 - If we say that only full professors can vote, would we need two sets of PTE committees as voting or would that only happen with one half of the committee?
 - Is the concept of tenure going away?

- Some departments have non-traditional/engaged scholarship (i.e., patents) – how should those be considered in decision-making for tenure?
- How much international experience should you have?
- There is an importance placed on pedagogy with probationary faculty. Should we demonstrate peer-reviewed teaching in promotion to full? Is that important information to have in portfolios for tenure? What about for full?
- What are your opinions on the value of external evaluation letters?
- Is it a useful heuristic to consider focusing when going for associate and broadening when going for full?
- Would you consider expanding the personal statement guidelines from three pages maximum to five or six?
- What are the consequences of a person applying for full and being turned down? And can you try again?
- What should a faculty member do if someone is blocking or getting in the way of the PTE process? What are their options?