

## Advice for New Faculty Regarding Tenure

1. Start preparing your case at the beginning of your appointment. This can be as simple as a file for each year. Document *everything* in your professional life.
2. Develop a record of scholarship **independent from previous advisors**. If you work as part of a group, be sure that your role in the collaboration is clearly defined and that your scholarly contributions are easily discernable. A typical pattern of productivity for faculty on the tenure track consists of some publications from the postdoc research in the first year, followed by a period of silence while the new research program ramps up, and then an upward trajectory of independent publications in the three or four years before the tenure case is submitted.
3. It is a better strategy to publish fewer significant papers as lead or corresponding author than to be middle author on many papers. Your own papers establish your independent scholarly impact.
4. Good mentoring is very important. If you don't feel you are getting what you need, meet with your chair or senior faculty you respect to discuss this. Junior faculty often have diverse informal mentors, but you must pursue this yourself. Try to get mentoring from someone who shares your values regarding work/life balance, since many probationary faculty seek advice on this topic.
5. Develop a record of **evaluated performance in teaching** (and service if appropriate). Junior teachers often forget to arrange peer evaluations, which have a lot of credibility and can balance student evals. Usually senior faculty with expertise in teaching observe several classes & write a specific, detailed letter to chair of mentor committee (broad vague praise is not useful). It's OK if first year is imperfect: this is normal. But get the same peer to come back two years later to re-evaluate.
6. Actively work to arrange **outside invitations to speak** at other universities & meetings. These provide evidence in your dossier of your standing beyond our institution & can also advance your career in other ways. Your mentors may be able to make such invitations happen.
7. Be sure that your actual work effort and output reflects the research/teaching/service/clinical percentages in your formal appointment. If it does not, speak with your chair about changing this, as early as possible in your probationary period. If teaching will be your area of secondary significant accomplishment, you should have at least a 15% teaching appointment.
8. There is no penalty for requesting **tenure clock extension** for appropriate reasons (i.e, childbirth, adoption, illness, etc.). Junior faculty are still sometimes told that the Divisional Committee will somehow hold this against them. This is absolutely not the case.
9. In your first year, and again in your fifth year, **read sample tenure dossiers** on file in the Divisional Committee Office.
10. The Divisional Committee is looking for reasons to promote or appoint to tenure. The committee is not looking for reasons to deny promotion or appointment. **The large majority of cases that come to the Divisional Committees are promoted.**