



# The Promotion Agenda

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## Objectives

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- Examine analogies between IUSD and SOI
- Describe personal insights into the promotion process
- Discuss the necessary components of “promotability”
- Identify “promotability” challenges and strategies so as to deal with them



## What can some guy from the dental school offer me??

- Definition of Expert:
  - Someone who "...has made three consecutively correct guesses" ... (L.J. Peter)
- Promotion experience
  - Assistant → Associate: Research
  - Associate → Full: Teaching
- Director of teacher development
- Primary Committee Chair
- Basic scientist in a clinical environment



## School Parallels: IUSD and SOI

Basic Science	Applied Science
Text-based	Visual-based
Didactic/Cognitive	Practical
Science	Art
"Cellular" Level	Big Picture
Service to Individuals	Service to Community
"Basic Scientists"	"Clinicians"



## Academic “Directions”

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- Different roles
- Different times
- Different places
- Result: Different promotion directions
  - Assistant → Associate: Research
  - Associate → Full: Teaching

Academic life has many  
pathways and opportunities



## Questions to Consider

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- What characteristics of faculty make them “promotable”?
- How you will demonstrate your own “promotability”?
- If you sat on one of the promotion committees, what would you be looking for in a candidate’s dossier?



## Promotion

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- Recognition for/of your successes
- Based on MULTIPLE components of academic life
  - Research
  - Service
  - Teaching
  
- Hierarchy?



## Hierarchy of the Triad Elements

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- Candidate determined
  - Area(s) of EXCELLENCE
  - Adequacy in other areas
  
- What does Excellence mean?
  
- <http://www.informatics.indiana.edu/policies/infoptguidelines.html>



## Critical Issues for Promotion

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- Defining and Demonstrating Professional Focus
- Collecting and Maintaining Documentation
- Compelling Personal Statement
- Linkage
- Peer Review
- Timing and Planning (...be a tortoise...)
- Look at everything you do from a dissemination perspective



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## Defining and Demonstrating Professional Focus

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- Focus IS necessary
- What is your mission?
- What is the mission that you were hired to support?
- Focus on these
- Use your annual review process to refocus



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## Collecting and Maintaining Documentation

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- This is YOUR individual responsibility
- Significant reason for “promotability” problems??
- What strategies can you use to organize?
  - efiles
  - Calendar archiving
  - Paper folders
- Teaching, Research, Service



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## Compelling Personal Statement

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- Primary “focusing” document
- Your “voice” to the P &T committees
- Explains and illustrates
  - Academic philosophy
  - Achievements
- Contains specific examples
- You must be outspoken about you



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## Linkage

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- Relationship of your focus in the areas of teaching, research and service
  - Service related to Teaching/Research
- There most likely will be relationships...highlight them
- Shows connectedness and focus
- Shows breadth of activities
- Look for opportunities to connect what you do in the triad areas



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## Peer Review

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- Mentality or way of life
- FORMATIVE initially...not really intended for inclusion into promotion documents
- Peer review that might demonstrate improvement over time
- ASK for review, don't expect that someone else will do this for you
- Administrators- set up a strategic focus on peer review



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## Timing and Planning

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- Simple rule: Start now
- Tortoise and hare...
- Still a “push” as you reach 3<sup>rd</sup> year review or promotion deadlines
- Promotion as an element of all that you do
- Routine regular focus on collecting documentation



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## Dissemination

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- Research/Teaching/Service are personally rewarding and may benefit “local circle”
- Not enough for EXCELLENCE
- Must benefit others
  - Profession
  - Citizens
  - Society
- Treat everything you do as something you plan to disseminate



## Questions to Consider

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- What characteristics of faculty make them “promotable”?
- How you will demonstrate your own “promotability”?
  - What would you write about in your personal statement?
  - What documentation would you use for support?
- If you sat on one of the promotion committees, what would you be looking for in a candidate’s dossier?



## Demonstrating Promotability

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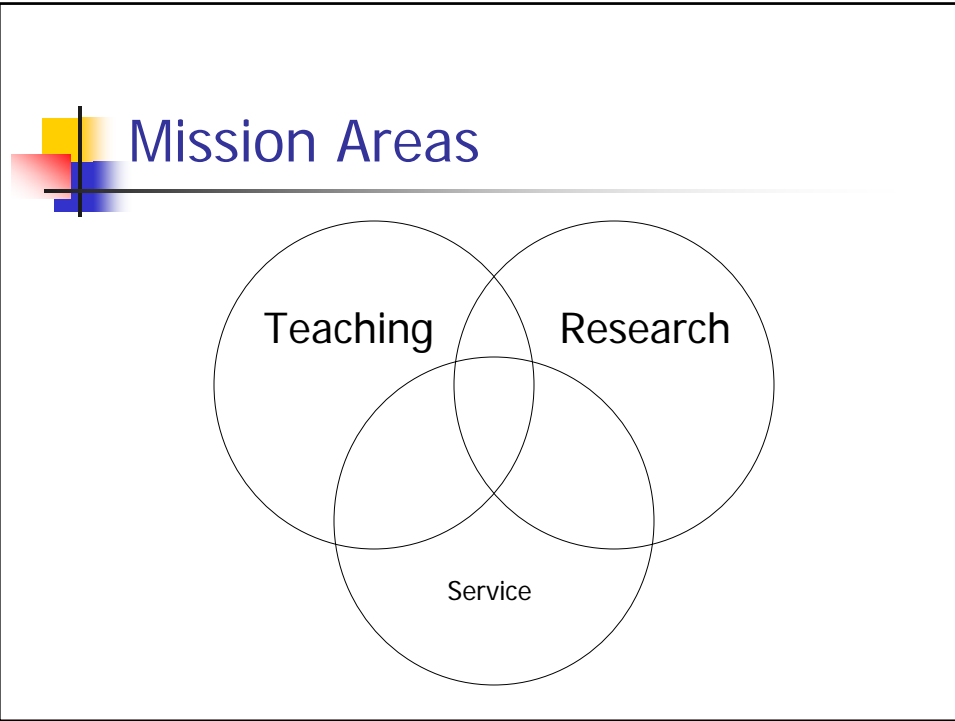
- Describing accomplishments
  - Compelling
  - Overwhelming
- Examples and “data” to support
- Teaching, Research, Service
  - Have you addressed excellence in at least one area of the triad?
  - Have you addressed adequacy in the other two domains?



## SOI Mission Excellence

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- “Any sufficiently advanced technology is indistinguishable from magic.”
  - Sir Arthur C. Clark, *Profiles of the Future* (1973); The statement is often referred to as “Clarke's Third Law”
- “...mission of School of Informatics is to educate the citizens that advanced information technology is indistinguishable, or at least inseparable, from science and art.”
  - Michael Dunn, SOI @ Indianapolis Home Page



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- Excellence in Teaching**
- Creative Activity
  - Requires a focus on LEARNING
  - Innovation and Risk
  - Be critically reflective
  - Document
    - What, why and how you teach
  - Disseminate - scholarship
    - Excellence



## Teaching and Learning

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- “Any teacher that can be replaced by a machine should be!”
  - Sir Arthur C. Clark, *Electronic Tutors* (1980)
- It’s NOT just about teaching, it’s about LEARNING
- Documenting teaching should be viewed from multiple perspectives with LEARNING as a priority
- Sharing what you do and how it works



## Excellence in Research

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- Creative Activity
- Interactions and opportunities
- Plan and focus
  - Linkage to teaching, service?
- Funding vs. Productivity
- Peer review
- Dissemination - scholarship
  - Excellence



## Service

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- Must be at least adequate
  - “Necessary but not sufficient”
- Look for opportunities to link to teaching and research
- Opportunities
  - Department
  - School
  - University
  - Community
  - Profession
- Document
- Dissemination - scholarship



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- What characteristics of faculty make them “promotable”?
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## Look at Your Own Dossier from the Perspective of the Reviewer

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- Be clear on what reviewers will be expecting for excellence in your area
- Working in what you do academically to meet these expectations
- Write to describe these well.
- Two phases
  - the “do” phase” and the “write” phase
- what links them intimately is the “documenting” phase



## Final Thought...

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- “The only way of discovering the limits of the possible is to venture a little way past them into the impossible.”
  - *Sir Arthur C. Clark, Hazards of Prophecy: The Failure of Imagination, In: Profiles of the Future (1962); This statement is often referred to as “Clarke's Second Law*