



LOYOLA
UNIVERSITY MARYLAND

Finding the Path

a peer support group and strategy sessions for faculty planning to pursue promotion to full professor in the coming years

A conversation with Department Chairs about the Associate-to-Full pipeline

Dec 11, 2014

Today's Goals

1. **Update** on initial efforts to address needs of Associate Professors, a national issue here at Loyola
2. **Key challenges** identified by Associate Professors (10/6/14 interest session, consistent with 2011 COACHE survey)
3. **What next?** Institutional responses and requests from Associate Professors to academic leaders

Background: National and Loyola efforts

- National conversation: best practices in associate mentoring, COACHE data, discipline-specific reports, etc.
- Ad hoc Senate report on Family-Friendly Rank and Tenure Policies (2009)
 - barriers and recommendations
- Women's Faculty Luncheon (2013)
 - Query about gender discrepancies
 - Request for periodic institutional reports
- ADVANCE grant (NSF)
 - Collaboration with twelve ug-oriented institutions (2012)
 - Conversations about future application (2014+)

Finding the Path Initiative

initial program design/elements

- peer-to-peer support
- senior-level mentoring (Mary Lowe, Physics & Matt Mulcahy, History)
- accurate information & productive solutions
- institutional support
- Campus awareness/attention to Associate-to-Full pipeline

Key mid-career challenges at Loyola

identified by Associate Profs at kick-off session on 10/6/14

- Relative lack of senior mentoring post-tenure: “on your own” culture, especially regarding research
- Post-tenure service dump: “good citizen” discourse
- Policies and guidelines: unclear or shifting, especially regarding research and as academic leaders change
- Research expectations: “Old Loyola” vs. “New Loyola,” caught in the middle
- Service expectations: unclear, uneven mentoring
- Deciding when/if to go up: the “slam dunk effect”

What Now?

Initiatives from Academic Affairs

- Finding the Path Initiative
 - Direct support to Associate Professors seeking career advancement
 - Attention to Associate-to-Full pipeline (institutional climate)
- Related faculty development initiatives
 - Faculty Writing Retreats
 - Research clusters / faculty reading groups
- Mid-career Summer Research Grant
 - Additional, targeted funds to Summer Research Grant
 - No additional application necessary

What next? part 1

identified by Associate Profs at kick-off session on 10/6/14

Finding the Path activities

- Peer partnerships
 - Pairings outside home departments
 - Biweekly accountability, “pay day check-in”
- Periodic alliance meetings
 - Once a semester
 - Structured conversations and solutions around key challenges
- Support for career planning
 - Access to senior mentors, one-on-one
 - Resources on career mapping, self and peers

What next? part 2

identified by Associate Profs at kick-off session on 10/6/14

Recommendations to Academic Leaders

- Structured opportunities for institutional feedback
 - 2011 COACHE report: 12% of tenured faculty reported receiving formal feedback on progress toward promotion to full, compared to 95% of tenure-track faculty reporting formal feedback on progress toward tenure.
 - Department level: Use existing mechanism of annual review (?)
 - Dean level: Create option/format to receive feedback, similar to mid-term review for TT colleagues (?)
- Department guidance on expectations for Full
- Dossier guidance

Questions/ Comments?

Highlights of Criteria for Promotion to Full Professor

- Evidence of continuing commitment to teaching and established excellence as a teacher.
- Recognition by peers (internal and external)...as a consistently productive scholar of high quality work.
- Evidence of significant service contributions...
- Evidence of success in teaching, scholarship, and service, and demonstrates special strength in two of these three areas.
- Deadline for submission: Sep. 7 each year
- Important information is contained in:
 - Faculty Handbook, Section IV (Faculty Status)
 - Faculty Handbook, Appendix B (Rank and Tenure Policy Statement)
 - Departmental statement on T&P

Resources

Senior Mentors: Mary Lowe (Physics) & Matt Mulcahy

Faculty Development Fellow: Brian Norman (English / Academic Affairs)

Finding the Time: Structured Writing Retreats

Faculty Development & Diversity Library: Beatty 204

Research Clusters: environmental studies, peach & justice studies, junior humanities colloquium, or start another!

Loyola Faculty Demographics, pt. I

AY 15 landscapes & patterns

overall landscape

- 72.4% of Associate Professors in rank six years or more
- 61.2 % of Associate Professors in rank ten years or more
- Nationally: There are many field-specific data on the time it takes to achieve full, though not typically by institution type. For example, a 2009 MLA report called “Standing Still” found the average time in rank at Associate to be 9 yrs.

Loyola Faculty Demographics, pt. II

AY 15 landscapes & patterns

Group-specific Patterns, Associate Rank

Identity, Full vs. Assoc rank

- women represent 27.7% of Full professors; 48% of Associate professors
- Faculty of color represent 4.8% of Full professors; 23.5% of Associate professors

Gender, time-in-rank (Associate) > 6 yrs

- 72.3% of women
- 72.5% men

Division, time-in-rank (Assoc) > 6 yrs

- HU: 85.7%
- NS: 63.6%
- SS: 66.6%
- ED: 80%
- BU: 56.3%

Chairs

- 11 of 29 Department Chairs are at the Associate Rank (37.9%)

Loyola Faculty Demographics

Take-Away Message

Tending to the Associate-to-Full pipeline is a focused, mission-driven way to address systemic patterns, support motivated faculty, benefit the institutional profile, and diversify the senior rank at Loyola.

COACHE data on Loyola faculty job satisfaction (AY12)

General trends

- Research
- Teaching
- Service & Administration
- Mid-career mentoring
 - Univ vs. Dept
 - Interaction among tenured faculty

Group-specific trends

- Promotion policies-clarity and expectations – Associate women, faculty of color
- Support for promotion—Associate women
- Dept culture—faculty of color, Associates
- Retention—faculty of color
- Work-life balance—Associates, women