



The Ohio State University continues to emphasize retaining and rewarding its faculty by recognizing the significance and impact of their accomplishments. Support of an associate professor's promotion to full professorship is an integral part of this recognition.

RELEVANT FACULTY RULES

BELOW ARE EXCERPTS FROM IMPORTANT RULES

Promotion to the rank of professor must be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service. (3335-6-01.C)

In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the university enters new fields of endeavor, including interdisciplinary endeavors, and places new emphasis on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases, care must be taken to apply the criteria with sufficient flexibility. (3335-6-02.D)

A faculty member may ask to be considered for nonmandatory promotion and tenure review or for promotion review at any time; however, the tenure initiating unit promotion and tenure committee may decline to put forth a faculty member for formal nonmandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The promotion and tenure committee may not deny a tenured faculty member a formal review for promotion more than one year. (3335-6-04.A.3)

To read the full rules, visit trustees.osu.edu/rules/university-rules.
To view APT documents for each unit, visit oaa.osu.edu/governance.

THE OFFICE OF ACADEMIC AFFAIRS

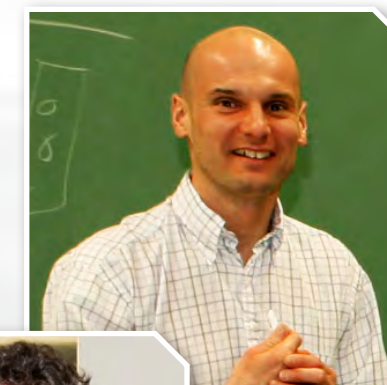
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Moving Forward in Your Faculty Career

Promotion Guide For ASSOCIATE PROFESSORS



PLANNING FOR PROMOTION

Good ideas about how to move forward from associate to full professor are varied and plentiful at Ohio State.

Faculty, university wide, as well as other experts outside the university, provided suggestions from their own observations and experiences about how to prepare for promotion to full professor.* The suggestions presented here are a collection of ideas to consider as you prepare to move to the next level in your faculty career.

Some individuals will find many of the suggestions surprising and helpful; others may already use most of them. All should find that these best practices spark ideas and provide guidance in your pursuit of full professorship.

*Source: Office of Academic Affairs and The Women's Place

STEPS TO PROMOTION

The first recommendation of the Faculty Career Enhancement Committee's final report (issued in 2005) notes that, "Faculty are primarily responsible for the advancement of their own careers." That statement is reiterated here—faculty members must be proactive in planning and guiding their professional lives. Recently promoted full professors report that **self-motivation, persistence, and intentional planning** are key factors in their success.

The following recommendations focus on your responsibilities as an associate professor and the actions you can take to advance your career at Ohio State.



As I reflect on my promotion to full professor, I find that I am increasingly focused on the difference I want to make and the legacy I want to leave behind.

NONGNUCH INPANBUTR,
Professor, Department of
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1 GOAL SETTING AND PLANNING

- Create a plan and timeline toward your promotion in the first year after you become an associate professor. If you are past your first year and have not yet completed this plan, do it now. Discuss the plan and your progress, along with any needed revisions, with your chair as part of the annual review process. Also discuss it with formal or informal mentors at least yearly. As it evolves over time, continue to define and re-define your goals.
- Be intentional about time management and establishing annual priorities.
- Think about what support you might need and discuss it with your chair. Don't refrain from asking for what you need—and don't ask for less. Strengthen your negotiation skills and your self-promotion skills, and be prepared to make a case for what you need based on evidence and logic. How will the department/college/university benefit? How will your work benefit? What specific positive outcomes can be expected? Specific discussion points might include the following:
 - planning for Faculty Professional Leave (oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf) or for special assignment (oaa.osu.edu/assets/files/documents/specialassignment.pdf)
 - opportunities for college, university, or professional service support for external fellowships or awards
 - specific teaching needs, such as planning for teaching a graduate course, a special topics course, or a specialized seminar to help keep your research current
 - prioritizing and planning for moving from shorter- to longer-term projects

2 ESTABLISH NETWORKS

- Think strategically about developing a plan for expanding your reputation beyond Ohio State. Ask senior faculty in your program or at other universities to help. This plan might include a strategy for:
 - making the most of conferences and invited lectures
 - collaborating with researchers and coauthors beyond Ohio State
 - serving as an evaluator for professional journals, study sections, or evaluation committees for external agencies
 - taking research opportunities and making sure that others in the field know about your work

3 KNOW THE RULES AND REQUIREMENTS

- Observe senior professors you admire and talk to them about their own experiences in being promoted to full professor. Use them as models.
- Look for help with pedagogy, for example, at the University Center for the Advancement of Teaching (UCAT).
- Ask full professor colleagues to observe your teaching and to serve as teaching mentors.
- Look for opportunities to discuss your work with faculty in other departments in the university.
- Become knowledgeable about the promotion process in your unit and your college and read the chapter on promotion and tenure in the Rules of the University Faculty (trustees.osu.edu/rules/university-rules/rules6.html).
- Read your unit's and college's Appointments, Promotion, and Tenure document about criteria for promotion to full professor and appropriate documentation of those criteria (oaa.osu.edu/governance.html).
- Review the memoranda of understanding regarding joint appointments or other special arrangements. If changes are needed or desired, discuss them with the chair(s).
- Ask full professors in your unit who have recently been promoted if you may read their dossiers.
- Participate in promotion workshops offered by your unit, college, or the university; find out whether your professional association offers workshops on promotion and suggest one if they don't.
- Find and use clear indicators of the importance/value of your work, especially if it is in subfields or outlets with which your colleagues might not be familiar.



The sense of accomplishment, both professionally and personally, in realizing this long-held goal has renewed and energized me and is leading me to consider new issues and themes in my research and teaching.

JEFFREY H. COHEN,
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