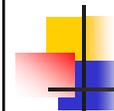


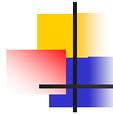
The Promotion Agenda

Lawrence P. Garetto, PhD
Indiana University
School of Dentistry



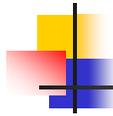
Objectives

- 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



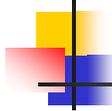
What can some guy from the dental school offer me??

- 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”

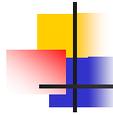
- Different roles
- Different times
- Different places
- Result: Different promotion directions
 - Assistant → Associate: Research
 - Associate → Full: Teaching

Academic life has many
pathways and opportunities



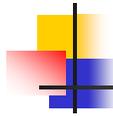
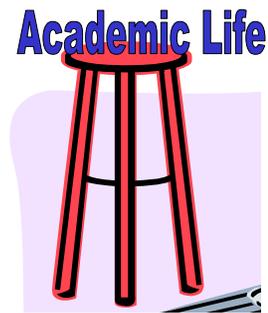
Questions to Consider

- 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?



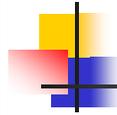
Promotion

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



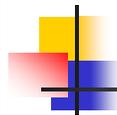
Hierarchy of the Triad Elements

- 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

- 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

- 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



Critical Issues for Promotion

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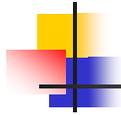
Collecting and Maintaining Documentation

- 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



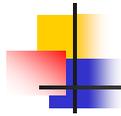
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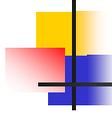
Compelling Personal Statement

- 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



Critical Issues for Promotion

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Linkage

- 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



Critical Issues for Promotion

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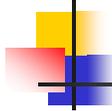
Peer Review

- 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



Critical Issues for Promotion

- Defining and Demonstrating Professional Focus
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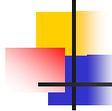
Timing and Planning

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



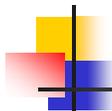
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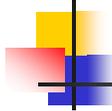
Dissemination

- 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

- 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?



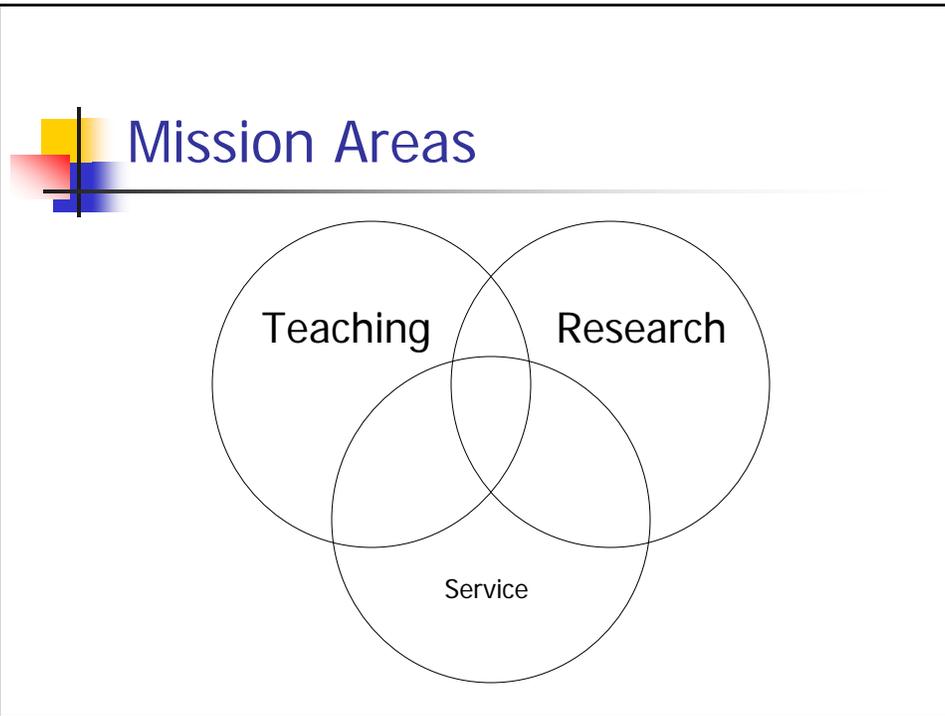
Demonstrating Promotability

- 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?

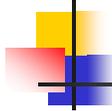


SOI Mission Excellence

- “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



-
- ## 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



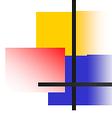
Teaching and Learning

- “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

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



Service

- 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



Questions to Consider

- 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?



Look at Your Own Dossier from the Perspective of the Reviewer

- 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...

- “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*