

Top Ten List for Tenure

Teaching, Research, Service and Life

1. INTEGRATE TEACHING, RESEARCH AND SERVICE.

Get the most out of your time by integrating your research interests into your teaching and your service. This provides connections between all that you do in an efficient, effective way.

2. LEARN THE CULTURE AND POLITICS

but don't get pulled into the politics.

Observe and learn who are the:

DOOR OPENERS

Facilitators—Mentors,
Visionaries, Organizers,
Welcomers, Critical Thinkers,
Collaborators

DOOR CLOSERS

Blockers—Bullies, Intimidators,
Back Stabbers, Gossipers,
Manipulators, Blamers,
Control Freaks, Deceivers

Find a mentor you can trust and who will support you.

3. GET ORGANIZED.

FOR TENURE

- Review all tenure documents from the university and department as soon as you begin work.
- Collect all documentation and organize them into three boxes and keep three electronic files, each for teaching, research and service.
- Save everything and, at end of year, select the best examples to demonstrate each area.
- Update CV annually.
- Write narratives of teaching, research and service.
- Address recommendations in early reviews.

FOR TEACHING

- Keep all syllabi, course objectives and lessons.
- Make notes on your teaching after each class or semester: what went well and what would you do differently next time you teach course. (You will forget the details if you wait until the following time you teach the course.)
- Review your course evaluations each semester, and write a narrative addressing the context and explaining why you feel you received the scores and comments. Develop an action plan to address items that you feel you want to change.

FOR RESEARCH

- Begin to set a research agenda early.
- Seek out grant opportunities.
- Seek out collaborators.
- Keep all grant applications (even if not funded).
- Save all publications in pdf for your portfolio.
- Create a list of external reviewers for your tenure review. (These need to be academics one rank above you who are at "arms-length" i.e. have not worked with but may know.)

4. DEVOTE BLOCKS OF TIME FOR WRITING AND RESEARCH.

1	2
CLASS MEETING	12-3 RESEARCH ONLY
8	9

- Avoid the temptation of teaching during the summer in your first few years. Focus on your research during that time.
- Watch out for Fridays. Often faculty set Fridays aside for research but end up doing everything else on Friday that they didn't have time for during the week.
- Find a "place" that works for you to do your research—home, office, library—depending on your life circumstances.
- Some work best in "chunks of time"; others, an hour a day. Find what works for you.

5. FUEL PASSION Select committees that interest you. Focus on teaching and research that excites you. You need to have energy and excitement for the long haul.

6. SET GOALS AND GROW in small steps.

YEAR 1	Focus on teaching and learning culture, plan your research agenda (if dissertation just completed, write and publish articles from dissertation).
YEAR 2	Teach and engage in research (write proposals and apply for internal and external grants) and service at unit and department level.
YEAR 3	Continue Year 2 work, and add service to profession and community or university.
YEAR 4	Continue previous work, and add service to the university or profession and community.
YEAR 5	Develop previous work as needed.

7. SET HIGH STANDARDS FOR YOURSELF AND STUDENTS.

Provide students the support needed to excel. Seek out help for yourself.

8. LEARN FROM STUDENTS, COLLEAGUES AND COMMUNITY.

Join or form a learning community. Learn from your own mistakes as well.

9. BALANCE, PRIORITIZE AND FOCUS.

There will be time when family life needs to be the focus and other times when your professional life needs to be the priority. Give yourself time to enjoy life and take care of yourself.

10. CELEBRATE YOUR ACCOMPLISHMENTS.

How many other professions actually require us to reflect on our successes and accomplishments? Enjoy the journey.