

Checklist for Providing Support & Career Development for Pre-tenure Faculty

A guide for the Head of department and mentoring team

Cynthia J. Jameson, University of Illinois at Chicago

Yr 1	Yr 2	Yr 3	Who is accountable?	
CONNECTING TO A NEW COMMUNITY				
				UIC orientation for new faculty
				department orientation
				college orientation
				Guide/Handbook for new faculty
CREATE A WELCOMING DEPARTMENTAL CLIMATE				
				provide informal social networks organized by head or senior faculty member
				regularly scheduled department -sponsored lunches
				coffee/tea breaks
				get-togethers with other pre-tenure faculty
				introduce to support staff and exhort staff to give high priority to support young faculty in starting a new lab
ACTIVE APPRECIATION by Head/Chair of Department				
				checking with faculty in their offices rather than summoning them to the chair's office
				sending personalized messages
				show appreciation in public & private (faculty meetings and one-on-one)
				extend praise and attention beyond research accomplishments or funding successes
MENTORING				
				identify mentor(s) in close or related research area as sponsor(s) within the dept
				identify mentor(s) in close or related research area as sponsor(s) outside the dept
				arrange group mentoring by Office of Faculty Affairs
				mentors introduce young faculty to their network
				mentors advocate for young faculty to dept head
				mentors advocate for young faculty to research community
				mentors provide supportive guidance & constructive feedback for young faculty
				mentors help junior faculty understand life-friendly policies at institution
WORKLOAD BALANCE				
				assign classes in junior faculty's area, enable her to recruit students to their research while establishing their own teaching style.
				hold off assigning to large service courses
				offer reduced teaching loads at beginning and also after 3rd yr review
				allow new faculty to repeat courses to minimize course preparation time
				encourage senior faculty to share course materials, not have junior faculty reinvent courses from scratch
INFORMATION ACCESS				
				informally discuss university policies and procedures as a follow up to formal new faculty orientation
				host get-togethers with key resource people from around campus
				provide tenure/promotion forms at end of first year and review these with a former member of campus-wide P&T committee to clarify what is really important and what is the norm for a strong P&T case, a marginal P&T case

				provide forms/process for 3rd year review, openly discuss what is expected
VISIBILITY				
				involve junior faculty in group proposals to broaden research contacts and collaboration
				provide opportunities to attend national meetings to present their research, fund this travel
				encourage junior faculty to go on "tenure tours" to gain visibility (have senior faculty use their network to informally arrange invitations to other institutions)
				nominate junior faculty for college awards
				nominate junior faculty for university awards
				draw up list of relevant national and professional society awards for junior faculty along a career timeline and identify nomination deadlines
				nominate junior faculty for national and professional society awards, particularly "under 35" awards, before it is too late
				encourage junior faculty to write review articles
				help junior faculty establish research relationships outside the institution (have senior faculty use their network to arrange introductions to key senior researchers in the junior's field who may later provide "outside letters")
				have senior faculty use their network to arrange invitations for young faculty to give talks at special symposia and international conferences
TEACHING				
				establish a departmental code-of-conduct for students, department head must deal with violations
				identify teaching workshops or centers for young faculty to learn teaching strategies
				provide peer-review of lecturing effectiveness early on; arrange team-teaching where possible
				monitor gender-biased student evaluations as possible problem area
				nominate junior faculty for teaching awards
				help junior faculty develop an educational plan for NSF proposals
				arrange coaching for assessment plan for educational aspects of NSF proposal
				provide opportunity to teach important classes
STARTING A LAB				
				provide opportunity to recruit good graduate students
				help arrange access to multi-user equipment and other facilities
				introduce to required protocols: safety, Institutional Review Board, animal care, Office of Research Services
				provide essential services to make lab a usable work space (deionized water line, heat, light, power,) from day 1
				provide essential services to make office a usable work space (office furniture, computer, internet,...) from day 1
				arrange briefing on purchase orders, RA contracts, stockroom rules, departmental office services
				describe expectations for numbers of MS and Ph.D. graduates at tenure time for this college, this institution
PUBLICATIONS				
				provide description of publications for a strong tenure case vs. a marginal one, for the discipline in this institution
				invite to serve on dissertation committee of typical Ph.D. student to reveal standards for the department
				arrange interviews with institutional press on occasions of major research breakthroughs
				provide feedback on manuscripts, if requested
				suggest basis for selection of journals to publish in so as to optimize impact of research
GETTING FUNDED				
				provide opportunities to meet program officers of funding agencies, fund this travel
				provide examples of successful proposals
				identify proposal writing workshops

				identify a proposal coach who can help find appropriate program niche & provide feedback on early versions
				help identify and arrange meetings with possible collaborators within the institution
				alert junior faculty to early-career grant opportunities and deadlines
				provide proposal feedback, help check adherence to program guidelines and RFP/RFA or solicitation
				help develop an educational plan for NSF proposals
				arrange coaching for assessment plan for educational aspects of NSF proposal
				provide a description of funding for a strong tenure case vs. a marginal one, for the discipline in this institution