

## Social Sciences Online Guide to Preparing for Tenure and Promotion

ANITA: Welcome to our new School of Social Sciences Online Guide to Preparing for Tenure and Promotion!

I'm Anita Casavantes Bradford, Social Sciences Associate Dean for Faculty Development and Diversity

ANGELA: And I'm Angela Jenks, Vice Associate Dean for Faculty Development and Diversity.

ANGELA: Together we run the School's Office of Faculty Development and Diversity, otherwise known as OFDD, which works to help all our faculty succeed and be happy at UCI.

ANGELA: We offer a range of resources and programs to help faculty at all ranks connect, collaborate and engage in meaningful professional development. We work to foster a school culture that actively welcomes and supports new faculty, and that understands the cultivation of success—especially for early career and URM colleagues—as a shared responsibility.

You can learn more about what we do at [equity.socsci.uci.edu](https://equity.socsci.uci.edu)

ANITA: And now, we're excited to welcome you to our new Social Science Online Guide to Preparing for Tenure and Promotion!

ANITA: This guide is part of our new Pathways Project, a pilot program that seeks to lead departments and the school in a collaborative effort to identify structures, processes and practices that can impede success for some colleagues, particularly URM and women of color faculty, and promote fairer and more effective ways of doing things.

In 2021, together with colleagues from each of the School's nine departments who serve on OFDD's Committee on Faculty Diversity, Inclusion, and Development, we selected "improving pathways to tenure and promotion" as the inaugural theme for the Pathways Project.

ANITA: To be clear: we didn't choose this theme because we have a problem in our school of early career faculty NOT consistently getting tenure. In fact, thanks to our School's supportive leadership and the hard work of department chairs, along with a strong culture of senior faculty mentorship, we can be proud that very few of our colleagues fail to receive tenure. But it's equally true that getting to associate or full professor, at UCI as elsewhere, is often harder than it needs to be. This is in part because the process is often needlessly unclear and stressful. And although UCI provides official guidance through the Academic Personnel manual, which you can and absolutely MUST go over in detail, (<https://ap.uci.edu/policies-procedures/app/>) these documents aren't always entirely intelligible to early career faculty.

ANITA: They also don't cover specific disciplinary and department expectations, which are crucial to your promotion. And since these expectations can be hard to definitively spell out in language that accounts for the full diversity of individual scholarly productivity, they are rarely written down. Instead, they are usually communicated through individual and often informal conversations with department chairs and other senior faculty mentors. But how and when these conversations happen varies from department to department; and as a result, the onus sometimes falls on early career faculty to reach out for guidance.

ANITA: We understand that when you're a new assistant or associate professor, you don't always know which are the important questions to ask, or you might feel uncomfortable asking them. We also know, from personal experience, that underrepresented faculty often have less access to the kinds of mentors and networks that support others through the tenure and promotion process.

ANGELA: THIS is where we think our new online guide can help reduce the mystery and anxiety that too often surround the tenure and promotion process. Our goal is to provide all our Social Sciences faculty with equal and early access to a reliable source of information and guidance on the tenure and promotion process-- so that they can feel confident they are taking the right steps to ensure their future success.

Within this guide, you'll find a variety of resources to help make sense of the tenure and promotion process. These include a video overview of the steps in the Academic Personnel review process, starring Dean Bill Maurer, who has a unique 360 perspective on all matters related to tenure and promotion.

ANGELA: It also includes a variety of reflections on key aspects of this process by senior faculty—from the importance of outside letters to documenting teaching effectiveness, making “invisible” service visible, and more. You will also find a selection of more personal “What I Wish I’d Known” reflections from newly promoted faculty, that offer additional insight on the journey to tenure and beyond.

This resource guide also includes a collection of successful tenure and promotion case materials, including AP-10 forms, CVs, and research, teaching, service, and inclusive excellence statements submitted by faculty from across the School.

ANGELA: We know that no one promotion case is definitive, but we hope that these concrete examples will help you envision what the range of production looks like at each career stage across disciplines.

Finally, for early career faculty, you’ll find a list of questions about tenure to ask your chair in your first year, and we encourage you to meet with your chair to go over these questions together.

ANITA: The development of this guide has been a School-wide effort, and we thank all of you who have contributed by writing reflections, sharing your own case materials, and sending your questions about the review process. We hope this resource will continue to grow and evolve.

ANGELA: You’ll find links throughout the guide where you can help us do this by sharing your own materials, sending your insights about the tenure and promotion process, or asking questions you would still like answered. We also welcome ideas for other topics or materials to include in the guide. Please don’t hesitate to reach out to us directly at [acasavan@uci.edu](mailto:acasavan@uci.edu) or [ajenks@uci.edu](mailto:ajenks@uci.edu). We look forward to hearing from you and learning more about how we can help you thrive at UCI.