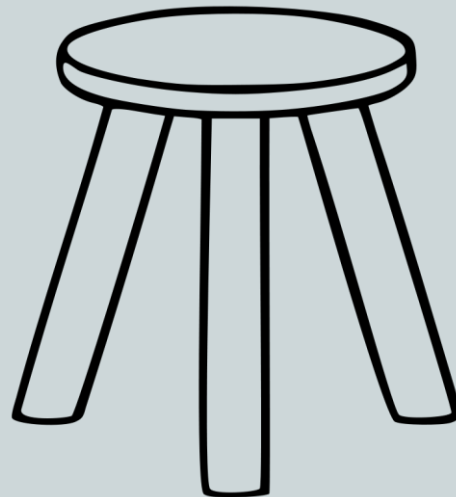


The Third Leg of the Tenure Stool: Faculty Service



**FACILITATOR: DR. C. DIANNE MARTIN
PROFESSOR EMERITUS OF COMPUTER SCIENCE
GEORGE WASHINGTON UNIVERSITY**



Facilitator: Dianne Martin



- Faculty member for 40 years – up through the ranks
- Program Officer at NSF, 1998-2000
- School – Dean’s Office, then a Dean for two years at Zayed University, UAE
- University - Associate VP for Graduate Studies, **Vice Provost for Faculty Affairs**
- Professional Society –Chair of ACM SIGCAS for 8 years, ACM Lecturer, ACM Conference chair



Workshop Goals



- ✓ Define professional service
- ✓ Discuss relationship of professional service to research and teaching
- ✓ Profile the “ideal” faculty member
- ✓ Dispel tenure myths
- ✓ Identify the service pitfalls
- ✓ Developing **YES/ NO / MAYBE** skills
- ✓ Set **short and long term service goals**
- ✓ Network



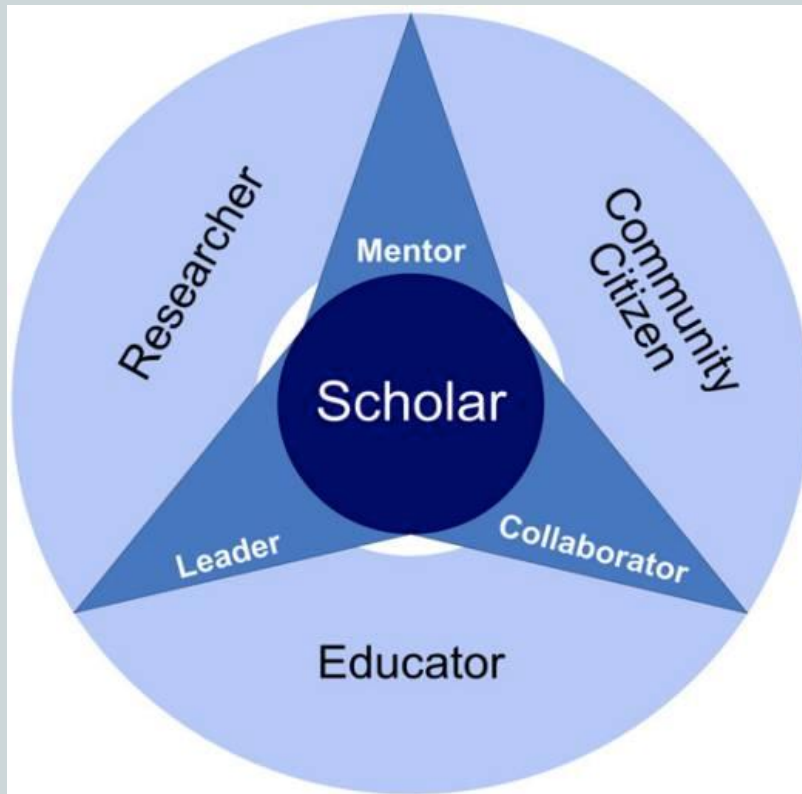
Getting Started...Getting to Know You



- **Introduce yourself at your table - name, university, discipline**
- **Answer the following questions**
 - Do you do any professional service now?
 - What is the question or concern that most bothers you regarding professional service?
- **Collect / discuss the concerns from each table**



Profile of the “Ideal” Faculty Member



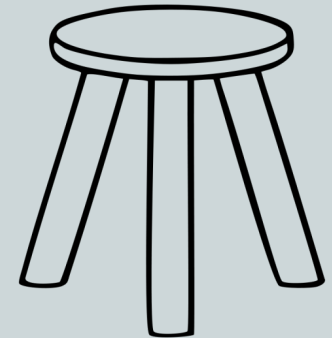
Outstanding in Research

Dedicated, Engaging Teacher

Community Citizen

Who:

- * **Leads**
- * **Mentors**
- * **Collaborates**



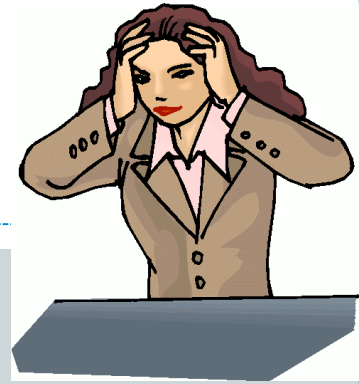
Is this what's expected?



Super in every way!



Let's Get Real...



- **The six-year tenure track can do quite a bit of damage to early-career faculty.**
- **The hazing dynamic, the unspecified standard for tenure, and a culture of “never enough”**
- **Leads to a highly problematic outcome: faculty who are stressed out, overly externally referenced, and can't see beyond the tenure decision.**
- **Let's be honest, those are normal responses when you know a group of people will go into a room and anonymously cast a vote that significantly impacts your future.**



Five Potential Pitfalls for Junior Faculty



- **Too much service effort**
 - Team Player vs Diva
- **Diffusion and confusion**
 - Teaching load, research direction, faculty committees, oh my...
- **Lack of mentoring or guidance**
 - Seek the guidance of several mentors
- **Exploitation by other faculty members**
 - Be wise, set expectations, get it in writing!
- **Lack of discipline and perseverance**
 - Persist in writing articles and proposals, improving teaching



Inconvenient Truth

“The **‘tyranny of the urgent’** sets priorities on a day-to-day basis while a **‘conspiracy of interruptions’** ensures that the junior faculty member delays establishing a clear plan for the future.”

R. Kevin Grigsby, Vice Dean for Faculty and Administrative Affairs at Penn State College of Medicine



What do we mean by “service?”



- **Anything that doesn't fall under research and teaching!**
- **Committees – dept, school, professional societies**
- **Sponsoring student clubs**
- **Organizing seminars**
- **Reviewing papers and grant proposals**
- **Public outreach – recruiting, inspiring high school students, lectures**
- **Community service**



Discussion – take service quiz



- **Take the service quiz at your table**
- **Score yourself**
- **Discuss your results with people at your table**
- **Any conclusions?**



Some Service Truths...



- **Women and minorities often carry a heavier service load relative to white, male colleagues.**
- **“Nobody gets tenure for doing service!”**
- **It is necessary to be STRATEGIC in what you do for service**
- **Do the service that serves your self-interest and rewards you professionally or personally.**



The Good, the Meh, and the Ugly of Pre-Tenure Service



- Avoid less rewarding, time-sucking forms of service in pre-tenure years
- Trade-off of **time versus visibility**
- **Good:**
 - Dept / school level: search committees, graduate program committee, organizing a seminar series
 - reviewing papers and proposals, chairing conference sessions
- **Meh**
 - Dept / school level: prize selection committees, diversity committees
 - conference program committee



And the Ugly to be Avoided...



- **Lots of work, no glory, lots of opportunity for others to criticize what you have done**
 - Undergraduate advisor
 - Redeveloping dept website
 - Editor of special issue of a journal – many pitfalls here!
 - Catering / logistics for a conference
 - Service on university-wide committees
- **Watch out for the appeal to “the good of science” or “the good of the community” when someone just wants to get some work done.**



Tips for Junior Faculty

Be selective and aware of time involved



- 1) Be strategic – plan ahead** – when asked, you have a clear idea about whether it is a good or bad service opportunity
- 2) Focus on Professional service** – meet senior professors in your field, gain some name recognition – review for journals, review for conferences, become active in your professional society
- 3) Look for opportunities that leverage your research interests** and allow you to engage without significant time commitments
- 4) At the Institutional level, serve on dissertation committees, fellowship committees**



YES
 NO
 MAYBE

The Art of Saying NO



- You don't always have a choice – don't want to be viewed as not being a good citizen – give it your attention for a short time, leave with a good reason.
- Every day and every activity should contribute to your overall goals – be mindful!
- Don't get stuck in a service blind alley.
- Offer your expertise in a few key areas.
- When declining, be courteous and diplomatic.
- If you might be interested in the future, say so.



Service Planning Matrix



- **Take a few minutes to ponder what type of service activities you would like to do over the next 5 years and beyond. Consider what will**
 - **Help your research and visibility in your field**
 - **Engage you in a meaningful way**
 - **Allow you to maintain a good work/life balance**



Service Planning Matrix



- In the next year, given your level of service now,
 - Are there any service areas you think you should eliminate and why? How will you do this?
 - Are there new service areas you would like to add and why?
- Within the next three years, list new areas of professional service you would like to add and why? What do you have to do to make this happen?
- In the long run, what areas of service do you think will be most fulfilling for you to seek and undertake?
- Discuss with the colleagues at your table.



Some Parting Good Advice



From **Kerry Ann Rockquemore, PhD**
President and CEO of the National Center for
Faculty Development & Diversity to junior faculty



Productivity and Balance Are Learned Habits



- **Daily writing leads to greater productivity than binge-and-bust writing.**
- **Perfectionist professors publish less (not more) than their colleagues.**
- **Time management is not about working longer and harder to get everything done, it's about realizing there will always be more work than time and prioritizing the truly important over the seemingly urgent.**
- **Greater time on course prep and grading does not necessarily lead to better learning outcomes.**
- **Work smarter, NOT harder!**



Productivity, Balance, and Joy Are Learned Habits and Counterintuitive!



- **Sleeping eight hours a night leads to greater (not less) productivity.**
- **Taking the weekends off, getting regular exercise and eating a healthy diet lead to greater productivity than working all the time and sacrificing physical and dietary health.**
- **Gratitude leads to joy and it occurs when we choose to focus on the vast majority of things that are going well every day (instead of fixating on miniscule errors and what didn't get done).**



References – Articles by:



- **Kerry Ann Rockquemore**, PhD, President and CEO of the National Center for Faculty Development & Diversity
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- **Elisabeth Pain** (@BabettePain). Writer and journalist on all matters related to science and careers
- **Daniel S. Hamermesh**, 10 Tips for Junior Faculty, distinguished economics professor at UT Austin
- **Michael Harris**, Assoc. Prof., Higher Education, SMU
<http://higheredprofessor.com/2016/07/11/when-to-say-yes-to-service-before-tenure/>
- **R. Kevin Grigsby**, Vice Dean for Faculty and Administrative Affairs at Penn State College of Medicine

