De-Mystifying ISR R&P

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We hire faculty with the full expectation that they will thrive, earn promotion, establish careers, and make significant contributions

The department and the rest of the faculty will help make this happen

Ranks, tracks, criteria for promotion

Quick overview of the R&P process

Questions

Suggestions for improvement

Information online at
http://isri.cmu.edu > Business Office > Forms and Policies

Tracks, ranks, and terms (clocks)

Rank\Track	Tenure	Research	Systems	Teaching
(Full)	indefinite	6 years	6 years	5 years
Associate+	indefinite	6 years	6 years	5 years
Associate	3-5 years	3-5 years	3 years	3 years
Assistant	3 years x 2	3 years x 2	3 years	3 years
	Clock-forced promotions	*Clock-forced promotions*	*No scheduled promotions*	*No scheduled promotions*

Fine print:

These are typical cases. There are many, many special cases. Every tenure- and research-track faculty member should have a letter on file with precise details.

These are review intervals. Actual contract periods often differ and may be subject to funding.
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YMMV

Promotion Criteria

SCS Policy on Tenure and Research Tracks

… based on … value of the candidate's activities to the academic excellence of the University. In general, such recommendations will be made if

- he or she has contributed to the excellence of the School and the University by teaching and by research

- the Candidate's retention will enhance the quality of the School and the University and contribute to the achievement of its academic goals

- it is confidently expected that the criteria for further promotion will be met.

… a successful candidate at any level will be excellent, considering his or her stage of development, both in teaching and in research. … each successive evaluation for a higher rank will be based upon new evidence of solid growth beyond the point at which the previous rank was obtained. Also, the excellence required for promotion to professor is to be at a higher level than that required for the tenure appointment.

CMU Policy

Associate: "in due time will deserve promotion to professor"

Tenure: "attributes of full professor are being established"

(Full): "recognized leader, outstanding, national/international reputation"

Promotion Criteria

SCS Policy on Systems Track

The criteria for evaluation lie primarily in the category of research implementation, development, and management -- activities which lead to the production of demonstrable and operational systems; to increased problem-solving capabilities, including such activities as design, analysis and interpretation; to substantively enhanced performance and function of existing technology; or to the extension of the state of practice in disciplines related to computer science.

Promotion is based upon the quantity, the performance, and the technical significance of such accomplishments over time. Systems faculty members may also carry on professional activities that should be considered for evaluation

CMU Policy

See special faculty policies, the decision is almost entirely within SCS

Promotion Criteria

SCS Policy on Teaching Track

Assistant	excellence in teaching
Associate	excellence in teaching, plus contributions to education that have substantial impact within SCS and across CMU
(Full)	exceptional achievements in education, either by fundamental contributions within CMU or by broad national or international impact

Evaluation Instruments

The FCE is not satisfactory even for lecture courses, much less so for other formats. SCS policy allows programs to design evaluation instruments appropriate to their teaching styles and use these for R&P. MSE and eBusiness have done so.

CMU Policy

Each school shall establish policies specifying criteria and procedures

http://www.cs.cmu.edu/~scsdean/FacultyPage/SystemsAppointments.htm
http://www.cmu.edu/policies/documents/Lecturers.html
http://www.cs.cmu.edu/~scsdean/FacultyPage/SCS-TeachingTrackGuidelines.htm

Why does it take so long?

Dates	Activity
Jan-Feb 2015	Annual reports due
March 2015	Preview: Full profs identify cases
April-June 2015	Organize cases, esp teaching/research statements
June 2015	Request letters
July 2015	Prepare dossiers with help of "Shepherds"
August 2015	Reading committees review cases in depth
September 2015	ISR R&P meeting
October 2015	SCS R&P meeting
November 2015	University R&P meeting
black hole	
Spring 2016	Trustees finalize decisions
July 2016	Appointments take effect

Not under our control

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If you would like to be considered for promotion and the clock does not automatically bring up your case, talk to a full professor before March

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Statement of career goals goes out with the request for letters in early June.
Do not wait until May to start writing it.
"Shepherds" will help

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Reading committees study each case in depth, understanding strengths and weaknesses, preparing to present the case at the R&P meeting. The committee does not vote, does not need consensus. Chair of the reading committee is the "Shepherd".

All tracks except teaching	Teaching Track
I Recommendation of Dean	I Recommendation of Dean
II Recommendation of Dept Head	II Recommendation of Dept Head
III Digest from reading committee	III Digest from reading committee
IV "CV" (short form)	IV "CV" (short form)
	V History of teaching/other assignments
	VI Statement of teaching philosophy
V Statement of career goals	VII Statement of goals
VI Publication list	
VII Evidence of external reputation	VIII Related non-classroom activities
VIII External professional activities	
IX Contract and grant support	
	IX Self-evaluation and evaluation criteria
X Letters from CMU faculty	
XI External letters	
XII Student letters	
XIII Evidence of teaching performance	X Student, Peer, senior faculty evaluations
XIV Contributions to education	
XV Student advising	
XVI University service	
	XI Appendices

All other tracks	Teaching Track
I Recommendation of Dean	I Recommendation of Dean
II Recommendation of Dept Head	II Recommendation of Dept Head
III Digest from reading committee	III Digest from reading committee
IV "CV" (short form)	IV "CV" (short form)
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	VI Statement of teaching philosophy
V Statement of career goals	VII Statement of goals
VI Publication list	

Focus on the key contributions and overall vision of your work, its significance, and its prospects for widespread impact.

In the research portion explain the overarching vision that integrates the individual results, what's broadly significant about it, and how it will have impact. In addition to the specific innovative contributions of the individual results, of course. Expectations about the breadth of the vision increase with seniority.

In the education portion, show your overall educational vision, how your accomplishments contribute, how it is innovative and impactful.

For both, don't just list the individual contributions (individual bricks), show how they fit together (the spectacular edifice built from those bricks)

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Following long SCS tradition and recent CRA guidance, we count major results with demonstrable impact, not papers. Bibliometrics (citation counts, h-index, impact factors, conference selectivity, …) are of minimal interest, and decorating your case with them can actually be annoying.

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Use this section to show off all educational contributions beyond the classroom. This may include

- original material for classes, including projects, lecture notes, and teaching materials,
- new course designs, with description of the innovative elements,
- contributions to designing new programs,
- educational outreach to the public, especially to minorities and women,
- dissemination of educational contributions outside the university,
- external boards and panels on educational matters, interpretation of technical material for the public,
- awards etc related to education,
- ….

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Newly-revised template shows how to include publications, awards, research contributions, etc here, with *optional* sections for
- Evidence of research accomplishments,
- Reviewing activities
- Professional association memberships,
- Conference participation
- Other departmental service,
- ….

You should feel free to modify the subheadings to fit your own situation

Who to see

- **Victoria Poprocky** poprocky@cs.cmu.edu
  - R&P Coordinator
  - Coordinates reading committees, collects material for dossier, requests letters, finds information in CMU files, generally keeps things running
  - Please respond when she makes requests
- **Nick Frollini** nfrollini@cmu.edu
  - Deputy Director, ISR
  - Has your "clock" letter, interprets university policy
- **Bill Scherlis** wls@cs.cmu.edu
  - Director, ISR
  - Your department head, presents case at SCS R&P meeting
- **Mary Shaw** mary.shaw@cs.cmu.edu
  - Herds the cats