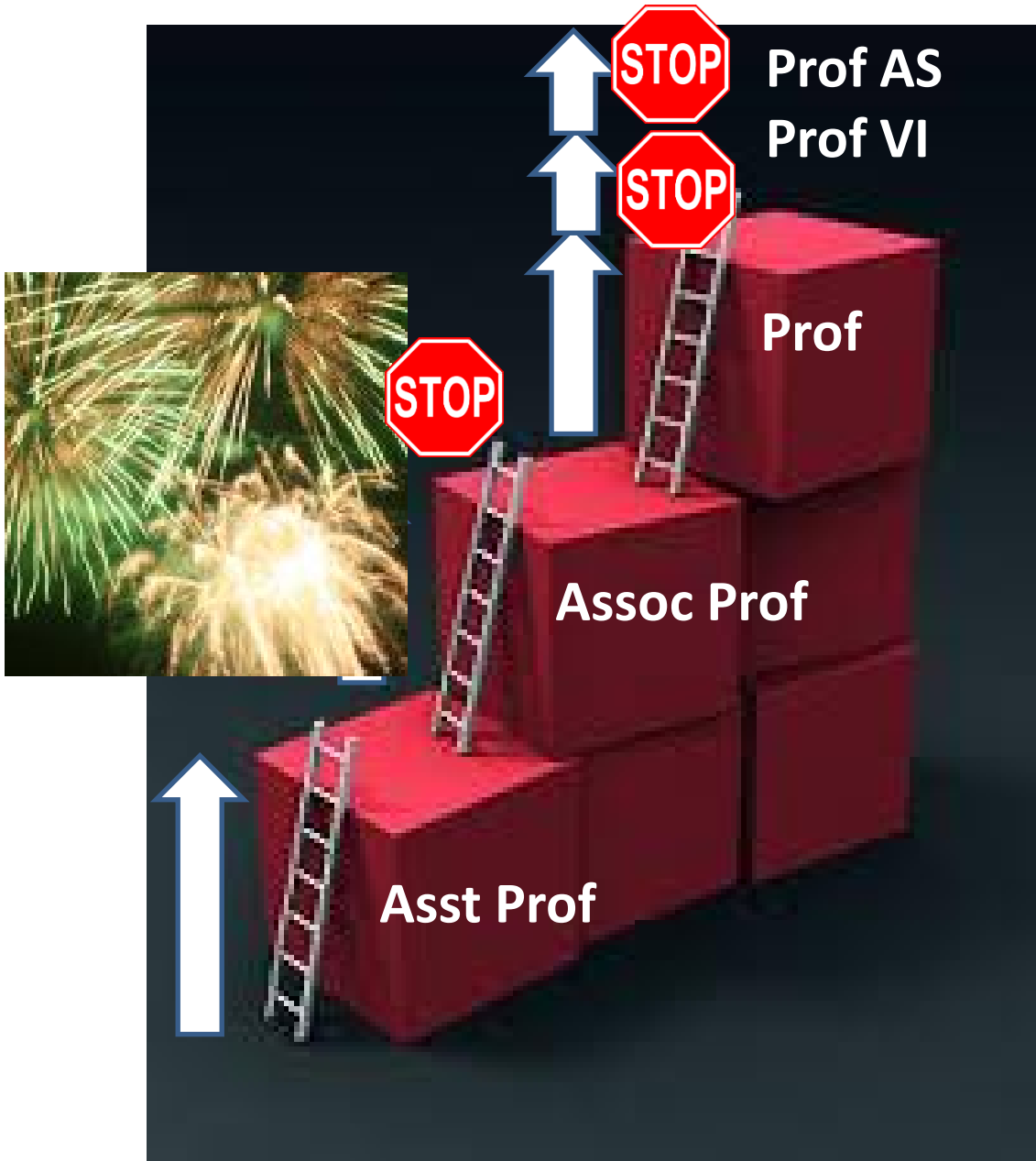


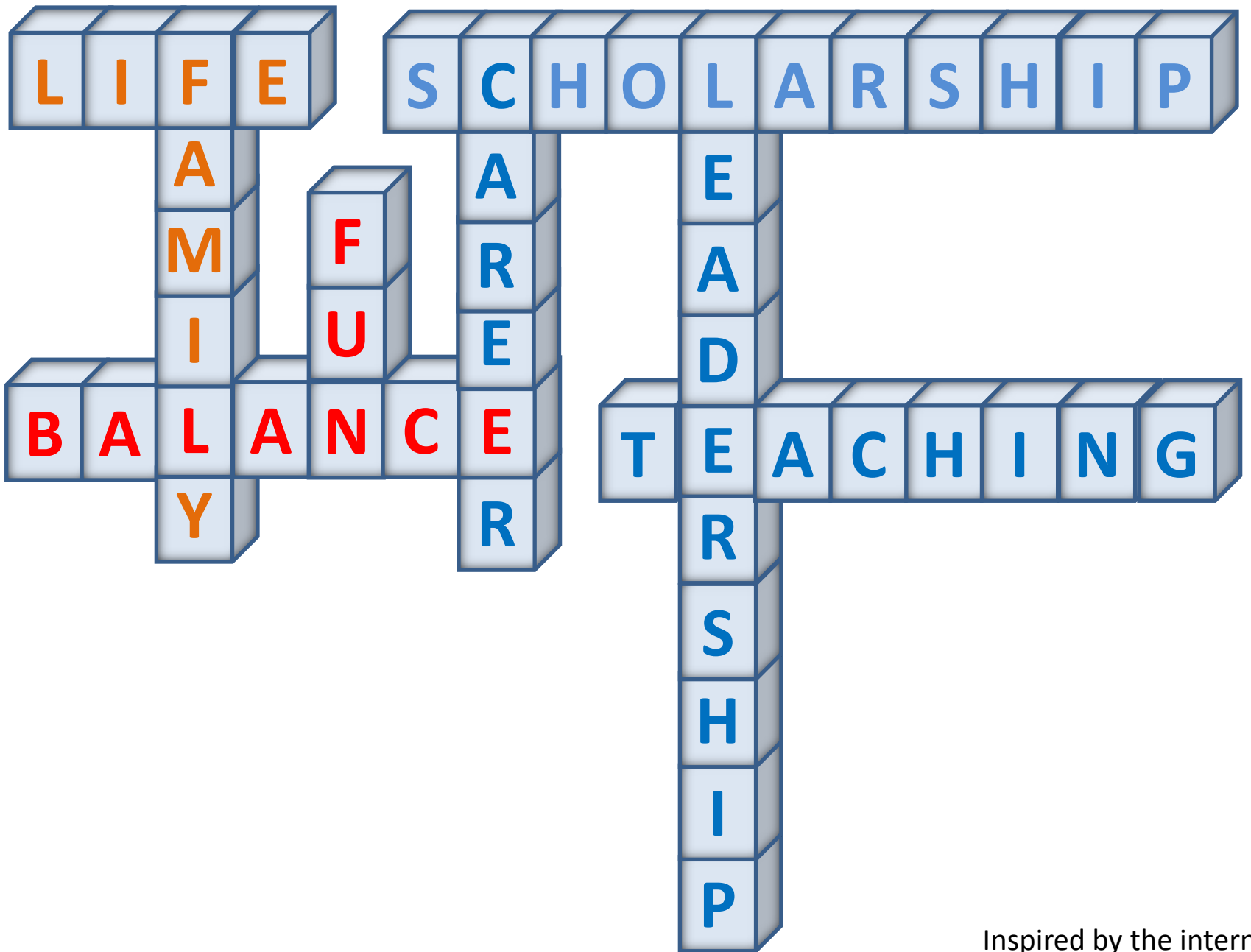
How to promote the success and advancement of recently-tenured faculty...

Continuing to climb our academic ladders Challenges and Solutions



Dr. Linda Walling, Department of Botany and Plant Sciences, UCR





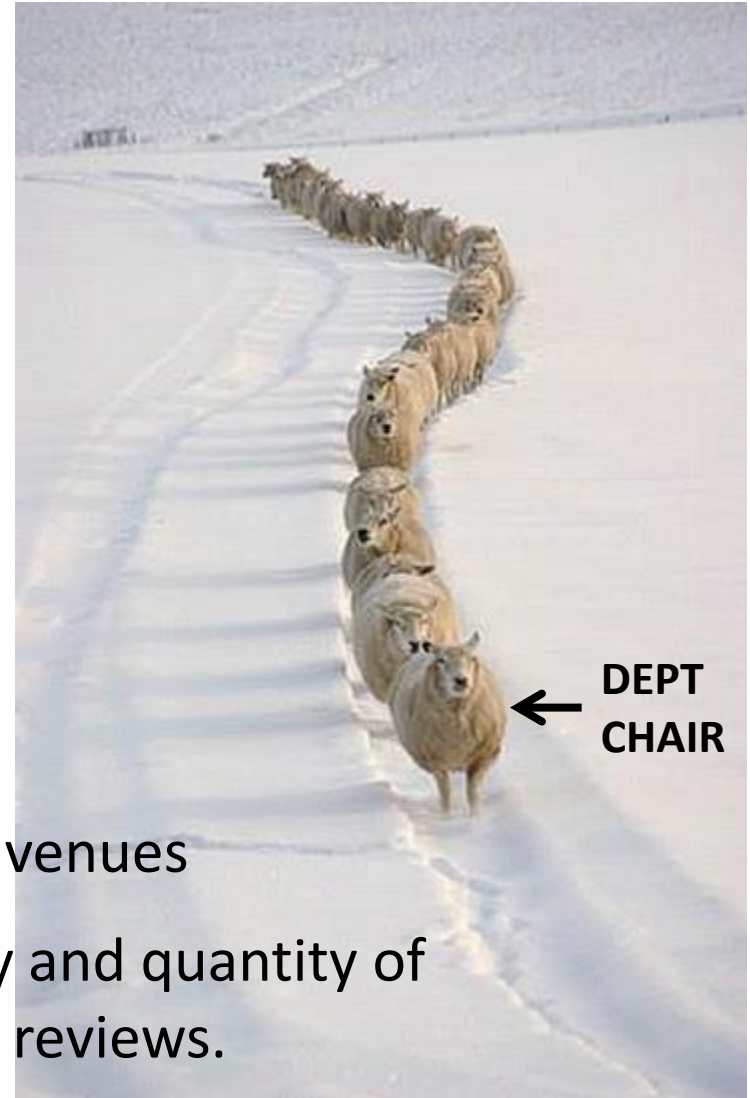


Divisional Dean for Life Sciences (2003-2009)
Committee on Academic Personnel (2012-present)
Professor of Genetics
Co-founder, SALSA

jenniferlprince.wordpress.com

Excellent Department Leadership

- ❑ Post-tenure is a time of transition and growth for faculty.
- ❑ Balanced academic file
 - ❑ Repair and enhance
 - ❑ Silence is not golden
- ❑ Time for exceptional academic achievements
 - ❑ 2nd books
 - ❑ Creative activities in prominent venues
 - ❑ Steep upward trajectory quality and quantity of peer reviewed manuscripts and reviews.



Excellent Department Leadership



- ❑ Time for grant renewals.
 - ❑ Peer review prior to submission
 - ❑ Deans need to point out the problems and seek solutions proactively
- ❑ Chairs need to create a vision for the future
 - ❑ Mid-career faculty are the key
 - ❑ Set the tone for the future
 - ❑ Create a culture for innovation and change
- ❑ Cultivate leaders of the future

A problem with leadership

“Women faculty are disproportionately burdened with administrative responsibilities. Steps need to be taken either to reduce excessive administrative burdens placed upon women and women/men of color, or to change the reward structure to acknowledge the importance of their contribution to the institution.”

Abolish “Service” - Cultivate leadership

Faculty perspectives on service and administrative leadership.
The “Dark Side”



Cultivate leadership



- ❖ Replace “Service” with Leadership
- ❖ All faculty should be leaders to drive excellence in the university.
- ❖ Each faculty member should have a ‘self-developed’ leadership pathway that is assessed routinely.
- ❖ University, Senate, Colleges, Departments, Research Office should have clear leadership paths.
- ❖ Hierarchy of committee work and training to allow building of a knowledge base

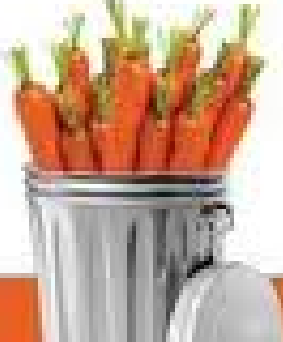
“Not enough carrots and the sticks aren’t big enough”



"Outgoing employees prefer carrots but it's not simple. Learn what it takes to build **BOUNTY** in your organization with Paul Marciano's *Carrots and Sticks Don't Work*!"
— Marshall Goldsmith, author of *How and Why Coaches Save the World* from *Forbes*

Carrots and Sticks Don't Work

**Build a Culture of Employee
Engagement with the
Principles of **RESPECT****



The latest research
on what really
gets people to
do the right
thing

**Paul L.
Marciano, Ph.D.**

Cultivate leadership: New crop of Leaders



- ❏ Faculty trained to lead our Centers, Institutes, Departments and Colleges. ★
- ❏ This will provide faculty ownership of their future.
- ❏ More equivalent distribution of our non-academic work. ★
- ❏ Trust and respect and diplomacy.
- ❏ Deep knowledge of campus infrastructure → committees are less work. ★

Time for the things we care about



- ❑ Children
 - ❑ Stop-the-clock should be automatic
 - ❑ Chairs should have proactive discussions – life:career balance
- ❑ Partners
- ❑ Friends
- ❑ Parents
- ❑ Ourselves
- ❑ Fun

Mentoring

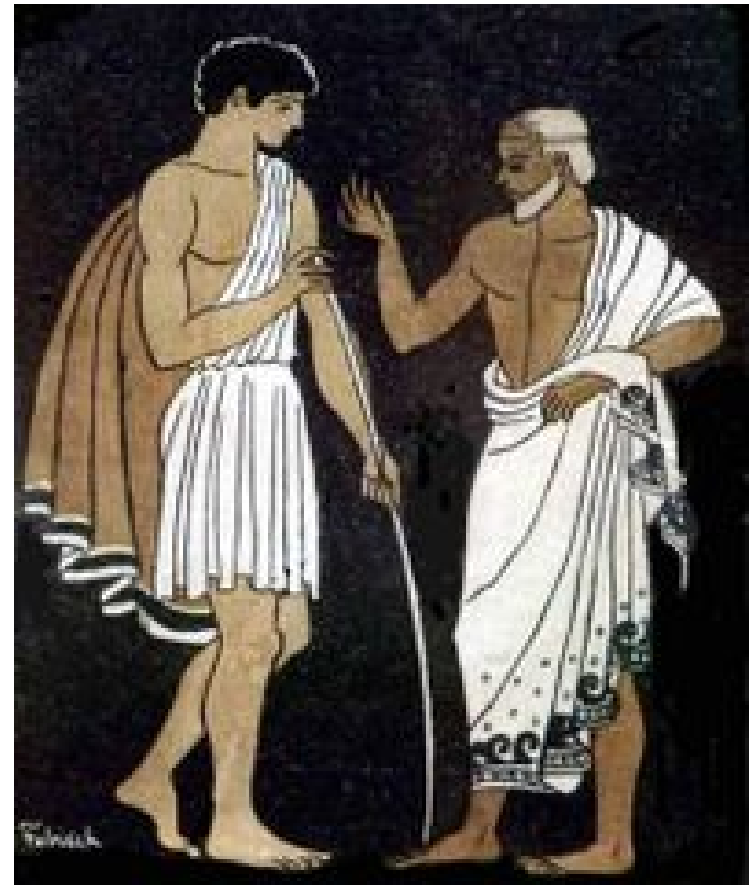
- ❏ Women benefit from mentoring.
- ❏ Junior faculty benefit from mentoring.
- ❏ Mentors benefit from the mentoring experience.
- ❏ Some women are reluctant to mentor because some of our initiatives are not inclusive. Males need mentors too.
- ❏ Universities need a culture of mentorship that interwoven into everything we do.



Les Aventures de Télémaque

Success and Leadership Skills for the Academe

- ❏ SALSA was co developed by former VC Research Charles Louis and Linda Walling
- ❏ Howard Hughes Burroughs Welcome Fund. Scientific Laboratory Management Program
- ❏ Teaching Survival Skills and Ethics (University of Pittsburg)
- ❏ Series of six workshops to enhance success of junior faculty and post-doctoral fellows.



Les Aventures de Télémaque

SALSA Workshops

- ❏ 10 Habits of Highly Successful Faculty (Walling, Moses)
- ❏ Mentoring and Being Mentored (Walling)
- ❏ Intellectual Property (Louis)
- ❏ Scientific Ethics (Louis)
- ❏ Grant Writing (2-3 day event).
- ❏ Letters of Reference and the Law: Think before you write. (Walling, Coyle)



The UM principle - Unrelenting Mentoring



- ❑ Time Management
- ❑ Leadership Paths and training
- ❑ Speaking to the public and donors
- ❑ Search Committees
- ❑ How to run a SKYPE meeting (committee participation from a distance)
- ❑ Department Chair training
- ❑ Teaching pedagogies
- ❑ Ethics
- ❑ How to make beer and influence leaders.