

RTPC Faculty Success



RTPC & TT

What's in a name?

USC faculty titles reflect what faculty are, not what they are not



RTPC Titles

Research-Track:

Engaged primarily in conducting research, usually on external funding

Teaching-Track:

Engaged primarily in teaching USC courses and teaching-related duties

Practitioner-Track:

Have demonstrated excellence in the public practice of a field of expertise, and are engaged primarily either in clinical practice, teaching, or research

Clinical-Track:

Engaged in clinical practice, clinical or skills teaching, and clinical research



School Structure

Each school has a **unique organizational structure**

Orientation questions to ask your **Deans of Faculty**:

- What is the **organizational chart**? Is the school's culture **flat or hierarchical**?
- Who do I ask for help with **employment issues** (contract, salary, merit, promotion, or benefits)?
- Who do I ask for help with **logistical issues** (office space, supplies, computers, text books)?
- Who do I ask for help in **supporting my work** (travel money, teaching support, research support)?



School Culture

Ways to find out more about **what your school values as a community:**

- Strategic plans
- Mission Statements
- Research Initiatives
- Teaching Initiatives
- External or Community Initiatives

How Will You Contribute... and Lead

Think regularly about:

- What you can contribute to the school's **current** goals and mission?
- What you can do to take the school and field **further than it has gone**?
 - Clarity on this 2nd question may come later in your career
 - Create a cognitive “bucket” to fill with with ideas as things develop for you
 - Look for opportunities where your skills could contribute and lead to leadership roles
 - Develop relationships with people engaged in activities of interest to you. They may mentor you and help you access leadership roles in those areas

Your career advancement will depend on how you frame your answers to these two questions.



How Will You Contribute... and Lead

Put another way, during annual **merit reviews** and at **promotion**

Assistant professors will be asked to:

- Describe how your work **contributed** to the mission of the program, department, and school

Associate professors will be asked to:

- Describe how you helped/**led** the program, department, and school to expand its mission or impact.
Describe how you contributed to or lead in the field

Models for Success

Questions to ask your **Deans of Faculty**, once you are settled:

- Can I get a copy of the **merit review** process, guidelines, and evaluation tools?
- Can I get a copy of the **promotion** process, guidelines, and evaluation tools?
- Can I get a copy of the **continuing appointment** criteria?
- Does the school keep examples of **successful promotion dossiers**? Are there successful faculty who have made these available upon request?
- Is there a **mentoring** program in the school? If not, how can I connect with senior faculty known for good mentoring of junior faculty?



Know your rights and responsibilities

The Faculty Handbook is **DEATHLY** boring...

...but **critically** important.

Protips:

- Read it. Highlight it. Understand it. Keep the website bookmarked.
- Read the Provost's Handbook update memo every year to stay abreast of changes in policy.

**Both faculty *and* administrators are responsible for governance of the university, and ensuring policies and changes are implemented.



Plug in to USC

Governance:

- Attend **Faculty Council** and **All-Faculty Meetings**
- Attend Senate and Town Hall Meetings (when scheduled)
- Read Memos from the **Academic Senate** and from the **Provost's office**
- Serve on **Senate or University Committees**
- Write to your Faculty Council Chair, Academic Senate President, Dean, Provost, President



Plug in to USC

Attend Cultural Events or Trainings:

- Visions and Voices
- Plays, Movie Screenings, Arts Programming
- Eat, drink, chat at one of the many restaurants and cafes on campus
- Engage in teaching institutes, research workshops, DEI training, leadership development



Plug in to USC

Explore the USC Website:

- Look for organizations, community partners, research centers that align with your interests
- Look for ways your work can intersect with student affairs, athletics, the arts, activism



Engagement and Networking Matter

- Plugging in through university engagement--**PLANNED HAPPENSTANCE** (Krumboltz, 2009)
 - Creates **unusual partnerships**
 - Increases opportunities for **mentoring and professional relationships** across disciplines
 - Encourages **interdisciplinary approaches** to problem solving
 - Exposes opportunities for **leadership**
 - Allows for cohort development, and **community and support** building
 - **Connects faculty with leaders** who have the power to help them advance
 - Promotes understanding of the **university's system**
 - Exposure to **university resources** that support scholarship, teaching, or clinical advancement



Tape Those Guidelines To Your Monitor!

- All of your creative and hard work will provide a **lasting contribution to your school and USC**
- Present your work so your **peers can clearly see its contribution** to the school's mission and to USC
- Always be thinking about how to **frame your work** through the **lens of merit and promotion** criteria
 - No matter what impact it's had, no matter how good it is, if your peers can't easily see how your work meets merit or promotion criteria, you won't get the credit you deserve
 - Don't just describe what you've done, explain how it meets criteria
 - Highlight work that is most valued by the school
 - Demonstrate how work not prioritized in criteria should be recognized as making a big contribution



Be Intentional, but Flexible

- Create a plan to meet criteria needed to advance in your school
 - **Map out the steps** to meet merit, promotion, or continuing appointment criteria
 - Make **short term** (annual) **and long term plans** to get there
 - Include in your plan people, resources, training, funding, etc. needed to meet your milestones
 - Develop a **system of tracking and categorizing** work that should go into merit and promotion dossiers
 - If you do this throughout the year, it will save time and effort at APR and promotion time
 - This also ensures you don't forget about something great you did that would improve your review
 - **Stay abreast of any changes** to the criteria made by your faculty council or the dean
 - **Never be surprised** by expectations that needed to be met for promotion



Be Intentional, but Flexible

- Be ready to **turn on a dime** if opportunity knocks
 - The plan should not dictate the type of work you do, that is up to you
 - It should guide you in how to make **choices that meet both your interests and the school's expectations**
 - Opportunities you would never expect will arise; don't be afraid to revise the plan to take advantage of those

Consult, Consult, Consult...

The **best leaders** I've worked with:

- Admit what they **don't know**, and sometimes **decide NOT to know**, to get more perspectives
 - Approach things with a **beginner's mind**, embracing uncertainty as part of the process to excellence
 - Practice **humility**
 - Are **never ashamed** of not knowing or seeking help
 - Engage in active and regular **help seeking behavior**
 - Always **demonstrate gratitude** for the help they receive, and **give credit for it publicly**
 - Consult **many people** from **different perspectives**, and then make a decision



A note on teaching....



USC Initiative on Teaching Excellence

The university has invested heavily in promoting teaching excellence

- USC Model for Teaching Excellence mirrors that of research: **Define, Develop, Evaluate, Reward**
- Reorganization of the **Center For Excellence in Teaching** to be a faculty service center
- University-wide **Definition of Excellence in Teaching, Training, and Resources**
- **School-based Plans** for Excellence in Teaching, with *discipline-specific*:
 - Definitions of excellence in teaching
 - Development opportunities
 - Peer review tools and processes
 - Incentive structures that promote teaching excellence, development, peer evaluation, and leadership
- Peer review model of evaluating teaching, with SETs measuring student learning experiences



Center for Excellence in Teaching (CET)

- **No one ever teaches faculty how to teach**, but we are expected to be excellent
- CET serves the sole purpose of **supporting faculty in developing their teaching**
- Without saddling you with too much of a time commitment, we help you:
 - Gain fundamental knowledge and skills in **learning theory** and **best teaching practices**
 - Make your teaching practice more **inclusive, efficient, and effective**
 - Design innovative strategies to **overcome learning bottlenecks around difficult topics**
 - Develop **active learning activities** to solidify learning
 - Design an **effective syllabus**
 - And lots more...
- <https://cet.usc.edu/>



An Abundance of Resources Here For You

- **Teaching:**

[The Center for Excellence in Teaching](#), [Libraries](#), [Kortschak Center for Learning and Creativity](#), [Shoah Foundation](#), [Joint Educational Project](#), [USC Support and Intervention](#), [Disability Services and Programs](#)

- **Research:**

[USC Office of Research](#) (includes [Center for Excellence in Research](#)), [USC Faculty Portal--Research](#)

- **Support:**

[USC Faculty Portal](#), [Wellness Resources](#), [Office of Religious Life](#), [Campus Wellbeing and Crisis Intervention](#), [Multidisciplinary Medicine on UPC](#), [Faculty Dental Practice](#)



A note on awesomeness....

- You will get to teach some of the **brightest, most engaged, most equity-minded students** in the world
- You get to work with **brilliant and creative colleagues**
- You will find **kindness** where you look for it, and often where you don't
- You will meet people who will change you, and **make you better**
- You will have **lasting impact** on thousands of people
- **USC** provides **incredible opportunities** to its community
- And the community is deeply tethered to USC at its **heart**
- You will help us make the heart of the university **better and stronger**
- **We are glad you are here**



Questions??

- If you don't have any now, you may later. **It is never too late to reach out**
- If you feel overwhelmed, you are exactly where you should be. This **IS** overwhelming
 - It will take a while for everything to sink in
 - Come back to the slides to reinforce your familiarity with resources and strategies
 - Call your Chair, Dean of Faculty, or us if you have questions
- We are here to **help you be successful** throughout your career

(Contact me anytime: ginger.clark@usc.edu)



**THANK YOU,
and WELCOME to USC!**