2006 MINORITY FACULTY DEVELOPMENT FORUM
VIEW FROM THE ADMINISTRATION

Alec D. Gallimore, Ph.D.
Arthur F. Thurnau Professor
Associate Dean of the Graduate School
The University of Michigan
Who am I?

- Faculty member at Michigan since 1992
- Experimentalist in Plasma Physics
- “Named” full professor in Aerospace Engineering and in Applied Physics
- Associate Dean for Michigan’s graduate school — engineering & physical sciences
- Project Director, NSF-funded Michigan Alliances for Graduate Education and the Professoriate (AGEP)
Where I come in!

Generic P&T Process

Casebook Committee Formed

Casebook Submitted

Casebook Departmental Review

Casebook School/College Review

Casebook Provost's Review

Regents/Trustees Approve Recommendation

School/College Department

School/College Department

School/College

University

University
Predicting future scholarly impact

Measures of Impact
- Publications
- Students
- Funding
- Awards
- Invited talks
- Patents, IP, etc.
- LEADERS’ OPINIONS

Graph showing the relationship between time and impact, with measures such as casebook submitted and time on the x-axis and impact on the y-axis.
Teaching Evaluation

- Teaching scores
- Mix of courses taught (UG vs Grad)
- Introduction of new courses and/or significant modification of existing ones
- Advising undergraduates and graduate students (perhaps postdocs)
- Your teaching contribution statement
- **OPINIONS OF STUDENTS YOU TEACH AND ADVISE**
**Evaluation of Service**

<table>
<thead>
<tr>
<th>Citizenship (internal)</th>
<th>Professional (external)</th>
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<tbody>
<tr>
<td>- Departmental</td>
<td>- Journal reviewer</td>
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<tr>
<td>- Search committee</td>
<td>- Proposal review panel</td>
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<tr>
<td>- School</td>
<td>- Session chair/organizer</td>
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<td>- Curriculum committee</td>
<td>- Advisory board or study panel member (e.g., DSB, NRC, NASA)</td>
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<tr>
<td>- University</td>
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<tr>
<td>- Football mentoring</td>
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<tr>
<td>- Local</td>
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<td>- High school lecture</td>
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**From my prospective**

- P&T process is extrapolating impact over 30+ years from a few data points
- Consistent improvement is what we look for
  - Unjustified spurts are flags
- Balance between quality and quantity—both have their place
- Poor teaching will hurt you
  - Good teaching takes time and is worthwhile
- Beware of overdoing service but ZERO service is a flag
  - Learn to say no...often
  - Pick something you enjoy
What scared me the most when I came up?

The thing I had the least control of....

THE LETTERS OF REFERENCE

THANKS!