

**GUIDELINES FOR PROMOTION AND TENURE WITHIN THE
DEPARTMENT OF OPERATIONAL SCIENCES AT AFIT
AS OF OCTOBER, 2015**

First of all, and most importantly, consult the AFIT Graduate School of Engineering and Management Standing Rules for Promotion and Tenure (P&T) dated 1 September 2011 (amended 16 May 2012, amended 7 Feb 2013). The following is a supplement to these rules for use by the Department of Operational Sciences (ENS).

These guidelines are provided as specified in paragraph 8.d. of the AFIT Graduate School of Engineering and Management Standing Rules for Promotion and Tenure (1 September 2011). The guidelines are meant to "...form the basis for candidate mentoring and...provide sufficient metrics to enable the candidate to establish appropriate, individualized performance goals." As noted in the standing rules, guidelines will be updated annually. It is the Department P&T committee's philosophy that the guidelines will evolve over the years to where we desire to go, based on the department's strategic vision. The department faculty should first refer to the current version of the school-level P&T standing rules for initial guidance on promotion criteria to be achieved by the time one puts forward a petition for promotion and/or tenure. Section 5 of the EN P&T Standing Rules (1 September 2011, amended 16 May 2012, amended 7 Feb 2013) provides a detailed discussion of the performance metrics that are applied across EN when evaluating a faculty member's request for promotion and/or tenure. Research, teaching, and service are the primary activities of graduate faculty. This document is intended to provide additional guidance regarding the factors used to assess performance in each of these categories for ENS faculty. The quality and impact of intellectually creative endeavors are often difficult to quantify. While a number of metrics are presented as a guide to evaluation, such measures are never a substitute for the thorough assessment of a candidate's entire career record. Indeed, the quality and impact of the candidate's contributions (to the Department, Institute, USAF, and society) should always dominate the evaluation. The P&T rules state: "Teaching productivity is measured by the quality of classroom instruction, excellence in student advising and mentoring, and the sound pedagogical development of new courses of instruction"; "Research productivity is measured by the quality, quantity and rate of publishing in refereed journals. Books, monographs, book chapters, and patents also indicate significant research contributions. The record of successful competition for funding is also an important metric, ..."; and "Service productivity is measured by the candidate's contributions internally to the Department, School, and Institute and externally to his or her academic discipline, to the U.S. Air Force and Department of Defense (DoD), and to society at large". The ENS promotion process considers the whole person, but a very important aspect of your profession is to succeed at publishing and acquiring appropriate levels of research funding.

The primary criteria for promotion to the rank of Associate Professor with tenure are:

- Archival, peer-reviewed publications (including joint authorship) should approach or exceed 8 (assuming applying at the end of the 5th year). These publications may include those derived from the candidate's PhD dissertation work with evidence of continued and sustained peer-reviewed publication.

- A sustained record of good teacher ratings is a necessity with the absence of repeated, uncorrected, negative teaching feedback. Documented forms of teaching recognition such as student granted Instructor-of-the-Quarter awards weigh heavily.
- The candidate should have demonstrated the ability to consistently garner sponsored research funding as a PI. This may, but should not exclusively, include internal faculty startup funding such as is available from the Faculty Research Council. The candidate should demonstrate the ability to sustain his or her line of research (including intercessional salary) by garnering sponsored research funds in accordance with research funding needs.
- Successfully graduate MS thesis students as the primary advisor.
- All faculty members should participate in service both to their profession and to AFIT. Assistant Professors should focus on professional service such as participating on conference organizing committees, reviewing papers and proposals for various publications and organizations, serving on professional awards committees, and providing consultation support to USAF, DoD, and national organizations.

In addition, the following are areas within a vita that are favorably considered by the Department P&T committee for promotion and tenure:

- Research collaboration, particularly external to AFIT
- Contact and involvement with one AF/DoD agency or other government or civilian organization on a consistent basis
- Institutional and professional society participation (beyond just as a dues paying member)

Promotion to Full Professor

The title of Professor is the highest level of academic rank and should recognize the attainment of authoritative knowledge and reputation in a recognized field of education, typically over a period of at least ten years of significant experience from the time the doctoral degree was obtained. Exceptions to this time span may occur but those are very infrequent and rare. The person should include in this total six years of full time university experience. The individual should have attained superior stature in his or her field through research, writing, teaching, professional practice, or leadership in professional and learned organizations, as well as having exceeded the standards described for ranks below the level of Professor.

Research: Those aspiring to the rank of Professor must have demonstrated consistent leadership as the primary investigator. The quality and impact of the research is of paramount consideration.

Teaching: A sustained level of excellent teaching is required as described for the candidate for Associate Professor. A continued teaching load of 4 to 5 courses per year is expected, although, in consultation with the department head, this expectation can be lowered to facilitate better productivity of funded research and other leadership responsibilities.

Service: Once promoted and/or tenured, faculty members should take an increasingly active role in the administrative responsibilities of running the department and the school. This service will be considered when a faculty member is evaluated for promotion to Professor.

The primary criteria for promotion to the rank of Professor are:

- Cumulative archival publications (including joint authorship) should be at least 20 with evidence of continued and sustained publication.
- A sustained record of good teacher ratings is a necessity with the absence of repeated, uncorrected, negative teaching feedback. Documented forms of teaching recognition such as student granted Instructor-of-the-Quarter awards weigh heavily.
- The candidate for Professor must have successfully advised MS and/or PhD candidates. Participating in or chairing a doctoral committee is highly valued. Publication of advisee research is also highly valued.
- Increased involvement in Department and Institutional governance (e.g., chairing a program committee, membership on School committee).
- Successfully connect a portion of their research and consulting activities to Air Force, DoD, or governmental problems.
- Continue to demonstrate the ability to sustain a line of research by garnering sponsored research funds in accordance with research funding needs.
- Evidence of demonstrated leadership in the profession.

Faculty Mentoring

Mentoring of faculty by senior members of the Department P&T Committee is essential to conveying the standards presented in the Graduate School's Standing Rules for Promotion and Tenure and the Department's promotion and tenure guidelines. According to Air Force Instruction 36-3401, a mentor is defined as "a trusted counselor or guide." Mentoring, therefore, is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally." Simply stated, mentoring is an individualized process in which an experienced person(s) supports and aids a less experienced person in his/her professional or personal development.

Mentoring relationships help new faculty members "learn the ropes" by pairing them with established, tenured faculty members; faculty who guide a new faculty member's development, function as resource people, and anchor them in their new roles. Mentoring has been linked with increased productivity (Stone, 1999). Mentoring relationships are about developing people, increasing capabilities, and empowering people.

- Mentoring has motivational value for the mentor and the mentee.
- Mentoring involves going above and beyond typical professional interactions between faculty colleagues.

Mentoring focuses on shared experiences and wisdom; thus, mentoring includes not only advising and guiding a junior faculty member—it involves collaboration with that faculty member.

Faculty mentoring and collaboration activities may include sharing or providing funding sources, vectoring research, co-advising research, paper review and/or paper co-authoring, civilian personnel issues, research proposals as well as advice and guidance about the P&T process.

The P&T Standing rules state:

Mentoring: All candidates will be assigned an official mentor at the time of initial appointment. The mentor will review the candidate's vita yearly, assist the candidate in identifying opportunities for professional opportunities, and coordinate with the Department Head in advising the candidate. The mentor is responsible for communicating performance expectations to the candidate and coordinating with the Department Committee on his or her behalf.

In the Department of Operational Sciences, the assignment of mentors is a collegial process involving mutual agreement between the mentee and mentor. Mentorship arrangements are reviewed annually by the Department P&T committee. Changes to a formal mentorship arrangement can be initiated by the mentee or the mentor.

During mentoring, junior faculty should be made aware of what they will be expected to accomplish by the time they reach their mandatory tenure year. It is our vision to provide each new faculty member the mentoring they need to succeed.