TENURE & TIME MANAGEMENT: How to Manage Your Time so You Can *Publish Prolifically* and *Have a Life Beyond the Ivory Tower*

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Today’s Facilitator: Joy Gaston Gayles, Ph.D.

- Tenured Associate Professor, NCSU
- NCFDD FSP Coach
- NCFDD Certified Workshop Facilitator
- NCFDD Boot Camp Alumni
PART I: Challenges on the tenure track
PART II: Understanding the game
PART III: Playing to win
PART IV: Post-workshop resources
PART I: CHALLENGES ON THE TENURE TRACK
The tenure-track is stressful for ALL pre-tenure faculty due to:

- Varying degrees of preparation for ALL aspects of job
- Minimal feedback and support
- Unclear criteria for promotion & tenure
- Ever-escalating expectations for research and funding
- Need to front-load research portfolio
- Long probationary period (6 years) followed by a series of high-stakes, yet anonymous votes
In addition, under-represented faculty commonly describe:

- Struggling to find time for research given diversity requests
- Experiencing emotional exhaustion from differential classroom dynamics
- Managing visibility, invisibility and belonging
- Loneliness and lack of collegial acceptance (mentors but not sponsors)
All of this can lead to…

- A negative impact on productivity (years 1-3)
- Engaging in self-isolation as a protective defense mechanism
- Emotional exhaustion and anxiety
- Stress-related illness and strained relationships
- Thoughts of leaving the academy
POST-TENURE CHALLENGES

TENURE

- Pre-Tenure
- Institutional Change Agent
- Public Intellectual
- Administration
- Full Professor
- Disciplinary Star
- Master-Teacher
- Investing Energy Elsewhere
PART II: UNDERSTAND THE GAME
The Structural Challenge of Faculty Work:

The things that are the least important to your evaluation have the greatest built in accountability, while the most important factors in your tenure and promotion, your reputation as a scholar, and your mobility are the things that have the least accountability.
PART III: PLAY TO WIN
Your inner game shapes how you spend your time, your productivity, and how you engage your mentoring network.

1) Clarify your goals

2) Develop a pro-active stance towards your career, relationships, and scholarship

3) Take a communal approach to getting your needs met
1) CLARIFY YOUR GOALS

Ask yourself:

- Who am I?
- What do I want?
- Where do I want to be in 5 years?

Everything else flows from here…
## 2) TAKE A PRO-ACTIVE STANCE

<table>
<thead>
<tr>
<th>REACTIVE</th>
<th>PRO-ACTIVE</th>
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<tbody>
<tr>
<td>I <em>imagine</em> everything will turn out okay if I just work hard</td>
<td>I <em>create</em> a strategic plan, discuss it with mentors, and ask for support</td>
</tr>
<tr>
<td>I <em>avoid</em> conflict until it is intolerable and then <em>maybe</em>, I’ll seek help</td>
<td>I <em>invest</em> time in professional relationships, learn how to have healthy conflict, AND develop regular outlets for anger, frustration &amp; rage</td>
</tr>
<tr>
<td>I <em>hope</em> to write at the end of the day after everyone else’s needs are taken care of</td>
<td>I <em>write</em> for 30-60 minutes every day and I do not compromise that time</td>
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Try: Aligning Time With Priorities

Criteria for Tenure & Promotion

- Research: 70%
- Teaching: 20%
- Service: 10%

Typical New Faculty Member

- Research: 70%
- Teaching: 28%
- Service: 2%
Academics often imagine they must have long unbroken stretches of time to write, but the demands of an academic career seldom allow this luxury.

Daily writing leads to steady productivity and fewer feelings of anxiety over failure to meet expectations for productivity.

Mental shift: writing is the most important part of my job, therefore it’s my top priority.

Behavior shift: I write every day and create a way to be accountable that’s meaningful and works for me.
## 3 Biggest Myths About Writing

<table>
<thead>
<tr>
<th>3 Biggest Myths About Writing</th>
<th>What We Know From Research</th>
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<tbody>
<tr>
<td>I need huge blocks of uninterrupted time</td>
<td>The most productive writers write regularly, in small increments</td>
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<tr>
<td>I must be inspired to write</td>
<td>No you don’t. You show up, the inspiration happens once you get started.</td>
</tr>
<tr>
<td>Writing is what I do when I’m done thinking.</td>
<td>Writing IS thinking</td>
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### ISOLATION vs. COMMUNITY

<table>
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<tr>
<th>ISOLATION</th>
<th>COMMUNITY</th>
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<tbody>
<tr>
<td>I work alone</td>
<td>I am a member of community of scholars working towards knowledge creation</td>
</tr>
<tr>
<td>I wait until work is completely finished before seeking feedback</td>
<td>I have feedback loops and appropriate reviewers to share my work with throughout the writing process</td>
</tr>
<tr>
<td>I hate conferences so there’s no reason to go</td>
<td>I understand the value of building relationships intellectually, professionally, and personally</td>
</tr>
<tr>
<td>I can figure things out myself, there’s no reason to bother other busy people</td>
<td>I have a network of peers, mentors, and colleagues who I can freely ask for information, support, and contacts</td>
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Access to Opportunities

Substantive Feedback

Professional Development

Emotional Support

Intellectual Community

Role Models

Sponsorship

Accountability for what REALLY Matters

Re-Think Mentoring
Ask: What do I need? How can I get it?

- Substantive Feedback
- Access to Opportunities
- Sponsorship
- Professional Development
- Emotional Support
- Intellectual Community
- Role Models
- Accountability for what REALLY Matters

Faculty Member
This is Mentoring

- **YOU**
- **Substantive Feedback**
- **Sponsorship**
- **Access to Opportunities**
- **Intellectual Community**
- **Emotional Support**
- **Professional Development**
- **Role Models**
- **Safe Space**

**Department Colleagues**
- Readers (see intellectual community)
- Professional Editor

**Internal Mentors**
- 1. Senior Department Faculty
- 2.
- 3.
- 4.

**External Mentors**
- 1.
- 2.
- 3.

**Accountability For What REALLY Matters**

**Friends**
- 1.
- 2.
- 3.

**Family**
- 1.
- 2.
- 3.

**Other**
- 1.
- 2.
- 3.

**Readers**
- 0-25%
- 25-50%
- 50-75%
- 75-100%
## Support & Accountability

<table>
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<tr>
<th>Accountability Structure</th>
<th>Need It Meets</th>
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<tbody>
<tr>
<td>1. Write-on-Site</td>
<td>Physical companionship</td>
</tr>
<tr>
<td>2. Online Writing Groups</td>
<td>Daily contact &amp; peer support</td>
</tr>
<tr>
<td>3. Accountability Groups</td>
<td>Problem solving and support</td>
</tr>
<tr>
<td>4. Writing Coach</td>
<td>Individual attention and externally imposed weekly meeting</td>
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<tr>
<td>5. Professional Nag or Buddy</td>
<td>Help getting started each day &amp; daily accountability</td>
</tr>
<tr>
<td>6. Boot-camp</td>
<td>Structure, Community <em>and</em> Support</td>
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Academics often feel a sense of powerlessness at various stages of their career. While you are vulnerable in particular ways as a graduate student, post-doc, tenure-track, and/or tenured faculty member, that doesn’t mean you are powerless!

Your have power over:

- Your productivity
- How you spend your time
- What type of supportive communities you tap into (or create)
- How you respond to conflict in your environment
- What you choose to do at your institution when you have tenure…
PART IV: POST-WORKSHOP RESOURCES
NCFDD Core Curriculum

Strategic Planning

Every Semester Needs A Plan
Develop a Daily Writing Practice

Manage Stress & Rejection

Overcome Academic Perfectionism
Move from Resistance to Writing

Engage in Healthy Conflict
Cultivate a Network of Mentors & Sponsors

The Art of Saying “No”
Align Your Time with Your Priorities

Master Academic Time Management

Healthy Relationships

Work-Life Balance

Explosive Productivity
NCFDD Membership:

- Monthly core workshops
- Monthly guest expert workshops
- Weekly productivity tips (*Monday Motivator*)
- Private peer-mentoring forum & monthly writing challenges
- Multi-week Facilitated Learning Communities

1. How to Write A Journal Article
2. How to Write a Book Proposal
3. How to Write a Grant Proposal
4. Teaching in No Time
Faculty Success Program

NCFDD's signature program, the Faculty Success Program is specifically designed to transform your personal and professional life. It’s all about learning the secrets to increasing your research productivity, getting control of your time, and living a full and healthy life beyond your campus.

Read more >