I've heard that some of the tenure/promotion decisions come down to “politics” and other issues that have little to do with someone's scholarship or professional qualifications. Have either of you sat on full professor tenure/promotion committees? If so, what “politics” did you see play out that affected the committee’s decision to promote someone or not?

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Even if there are some politics, people do have to meet certain requirements for promotion so the process minimizes subjectivity.
- Political issues can help or hinder you if you have or have not been collegial.
- You must be a leader within your own institution and others must see you as a good citizen, colleague and contributor within the institution.
- When considering additional projects, realize that you have your whole career and do not over commit. Specific commitments within your division or department may help when you’re considered for leadership roles later on.

**Dr. Fernandez’s Recommendations:**
- Politics aside, qualifications matter.
- Balance side projects with your everyday commitments. These things may help if you are on the border of promotion.
- Try and make everything you do an academic product.

**Is there an expectation of a certain number of publications?**

**Discussion:**

**Dr. Cooper’s Recommendations:**
- This number varies at different institutions.
- 20-30 publications for Associate Professor and 50-60 for Full Professor have been discussed.
- Being published in high impact journals carries more weight. Quality is more important than quantity.

**Dr. Fernandez’s Recommendations:**
- 6-7 publications per year for Associate Professor
- The first few years are rarely considered in this count because they are so difficult.
- Productivity is expected to go up over the years.

**How important is it to keep a record of mentoring?**

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Yes. At some institutions it is required that you keep track of all mentoring relationships and whether mentees have received awards or grant funding.

**Dr. Fernandez’s Recommendations:**
- Yes, important to keep track of this and add to your CV.
- The importance of mentoring is starting to be more and more recognized.
### At what point do you consider yourself ready to be a mentor?

**Dr. Cooper’s Recommendations:**
- Considered self a mentor when I was an Assistant Professor, co-mentored others along with a more senior colleague.
- Could claim as mentee if listed as 2\textsuperscript{nd} author of a junior colleague’s published paper along with senior mentor if you provided guidance and mentorship.

**Dr. Fernandez’s Recommendations:**
- Began to feel comfortable listing as a mentor if serving as a more senior author on paper.
- Be sure to keep track of formal mentoring relationships.

### What is the expected productivity in terms of grant funding

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Current institution has high expectations, and you must have your first grant submitted and fundable before you come on as faculty.
- You must have career development grant by year one or two if not before.
- Within three to four years, you should be looking for opportunities to be a co-investigator on other’s grants.
- There is an expectation of being the lead investigator on a project you acquired funding for by Associate Professorship (R01 or equivalent, independent grant).
- By full professor, you are expected to have obtained a large grant like a program project (P) grant from NIH or mid-investigator award (K24) that would provide you with protected time for mentoring.

**Dr. Fernandez’s Recommendations:**
- UC systems are complicated because of the five promotion tracks.
- Two Research Tracks: must have R01 or equivalent to go to Associate.
- Heavy burden for jump from Assistant to Associate professor in today’s funding environments.
- Disparity issue areas can be marginalized in terms of why it matters.

### What carries more weight: publications or grants?

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Need both.
- Publications help you get funded by giving you a national reputation and grants help to pay yourself and protect yourself from being spread into things you don’t want to be doing.
- Must show productivity in promotion.

### Knowing what you know now about what it takes to get to this highest level of scholarship, what would you do differently?

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Could have gotten more expertise in different types of study methodologies (e.g., cost effective analysis, large databases).
- Would establish a more formal, explicit contract with mentees to clarify roles and expectations, be more directive, and hold some mentees more accountable.

**Dr. Fernandez’s Recommendations:**
- Could have diversified collaborations earlier in career.
- More selective of advisors.

### What do you see as the greatest benefits of being a full professor?

**Discussion:**

**Dr. Cooper’s Recommendations:**
- Benefit: when you’re not striving for promotion, you have more time to follow those paths you may have more interest in.
- Challenge: can be difficult to identify exactly what you want to do when you have more options.

**Dr. Fernandez’s Recommendations:**
- Opportunity to recognize a “body” of work and the tremendous feeling of contribution as a whole.
- Opportunity to work with junior people and help them in their career.

**Please recommend baby or initial steps for someone who has been mostly clinical and administrative but would like to foray into research**

**Discussion:**
- Dr. Fernandez’s Recommendations:
  - An internal grant may help.
  - There may not be opportunity to write for a major grant, like a K award, but must free up some time for research.

**What are the best strategies for ensuring diverse research funding?**

**Discussion:**
- Dr. Cooper’s Recommendations:
  - Apply for smaller grants and not just R01.
  - Be upfront that funding is needed and ask that colleagues include you in projects of mutual interest; build a collaborative team that shares your interest, but not identical interest.
  - Look to city, state, county funding that you may have not considered.