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Over the last several years the UCR Academic Personnel Office has coordinated path-to-tenure and path-to-full workshops as a contribution to campus faculty mentoring efforts. For the past 3 years, these workshops have been run as panels with recently promoted faculty joining the VPAP for a discussion of advice that worked well for them, followed by a Q&A session that engaged the attendees. In addition, the path-to-tenure and path-to-full workshops were offered separately from each other, and also individually within each college/school. This document is a summary compilation of advice offered from these workshops.

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### GENERAL GUIDANCE AND TIPS - SPECIFIC FOR SCHOOL OF BUSINESS

1. **Research is a Priority.** Minimum bar for teaching is fine and similarly for service. Research is what gets discussed. Publishing in “A” or “undisputed top journals” is essential for Professor series. For Professor of Teaching series it is less important, but still the journals should be ones that the faculty have heard of.
2. **Journal Quality.** Differences of opinions exist within the five areas of the school about journal quality, particularly around what constitutes “A” or undisputed top journals and around the credit awarded for publishing in top journals in other disciplines (e.g., Psychology, Economics, Statistics). Discuss this early on with your department chair.
3. **Research Directions.** There is no choice that has to be made about sticking with one direction of research versus branching out to a second (or more). Where papers are published takes care of the quality of the research, and either approach can work in that regard.
4. **Citation Metrics.** These are weighed by the department and Dean and it can be challenging for assistants going to associate because of the shorter time for citations to accumulate.
5. **Mix of Collaborators.** Write with a good mix of junior and senior authors. Too much authoring with senior authors is not good.
6. **Sole Authored Papers.** Sole-authored papers are not common. In Business, 90% of papers are team-based. Sole-authored papers are an extra carrot as they clearly show independent research.
7. **Editorial Roles.** Being on editorial board of a top journal is hard to do in Business and is generously recognized.
8. **Leadership Signals.** Leadership is judged by being actively engaged with conferences, starting to get asked to do things by outside people/organizations, and being recognized in outside letters for having a strong and international reputation. Conference organizing and getting to elected offices are very good. External talks are essential.
9. **External Letters.** Longer outside letters get more attention, so be sure to invite reviewers who know your work well. Short letters, even if from prestigious universities, are looked upon with some skepticism.
10. **Diverse Teaching.** Work with the chair to ensure you are not only getting small sized classes, which could be interpreted as though you are being avoided by students.