

## USING YOUR ANNUAL REVIEWS TO PREPARE FOR PROMOTION

**The First Year Review:** In your first year, you should schedule a meeting with your head or program director to discuss your workload assignment and the promotion criteria for your college and unit. Your head or director should provide you with a copy or a link to your unit's and college's criteria for promotion. Your workload assignment establishes the basic expectations that will be used to evaluate your achievements. You should use the questions that are included below to specify your job duties and explore how they line up with the criteria for promotion. For example, will you be teaching graduate courses and other courses that line up with your research interests? Should you teach a range of courses to prepare for promotion, or can you concentrate on several courses to improve your effectiveness and save time by reusing course materials?

### IN THE YEARS LEADING TO PROMOTION

#### Prepare for Promotion by Sharing Your Work with Colleagues

- Obtain and read promotion guidelines.
- Talk to senior faculty about expectations.
- Talk to colleagues about your work.
- Keep an eye out for external reviewers.
- Share your writing with colleagues in your department and contacts elsewhere.

#### Use Annual Reviews to Clarify Expectations and Set Benchmarks

##### Ask your head about service expectations.

- Discuss how you see service fitting into your work.
- Suggest committees that build on your work.
- Prioritize commitments that “count.”
- Prioritize commitments that expand collaborators and perspectives.
- Enlist support for setting limits.

##### Clarify what you should teach and what distinguishes good teaching.

- Are you expected to teach a range of courses?
- How is teaching effectiveness assessed?

##### Set research benchmarks.

- What is meant by terms such as “impact”?
- Are you seen to have a coherent research program?
- Pay attention to any concerns, such as your “independence.”

#### Use Your 3<sup>rd</sup> Year Review as a Rehearsal

- Get your materials in the correct format
- Seek assessments of your teaching effectiveness.
- Seek input on your Professional Statement.
- Welcome frank assessments—ask for specifics.
- Discuss results to get recommendations.
  - Set targets for next steps.

#### Guide to the Promotion Process

- [Your First Review](#)
- [Annual Performance Reviews](#)
- [Retention Reviews](#)
- [Using Promotion to Achieve Your Career Goals](#)
  - [Use promotion criteria to develop an action plan.](#)
  - [Solicit input from faculty.](#)
  - [Build a clearly defined profile of teaching, service, and research contributions.](#)

#### Promotion Policies

- [The Yearly Promotion Review Schedule](#)
- [Requesting Delays in the Promotion Process](#)
- [The University's Inclusive View of Scholarship](#)
- [Recognizing Interdisciplinary Collaborations](#)

A digital version of this handout is available at

[http://tmiller.faculty.arizona.edu/faculty\\_development\\_materials](http://tmiller.faculty.arizona.edu/faculty_development_materials)

For more information on promotion and tenure, visit <http://facultyaffairs.arizona.edu/promotion>

# USING YOUR ANNUAL REVIEWS TO PREPARE FOR PROMOTION

## PREPARING TO BUILD YOUR DOSSIER

### Representing Your Work in Your Candidate Statement

- Get models for CVs and Candidate Statements.
- Inventory your service, teaching, and research achievements.
- Relate your teaching philosophy and your instructional goals.
- Connect your teaching philosophy, research agenda, and service.
- Demonstrate your strengths with specific benchmarks from your CV.
- Tell the story of your progress toward your goals.

## ADDITIONAL RESOURCES

### Making Good Use of Annual Reviews

- [Finding the Coaching in Criticism](#)
- [Making the Most of Mentors](#)

### Resources for Assistant Professors

- [Early Career Faculty Resources](#) provided by [On the Cutting Edge](#)
- Boice, R. (2000). *Advice for New Faculty Members*. Summarized in [The New Faculty Member](#) by Rebecca Brent and Richard Felder
- Silvia, P. J. (2007). *How to Write a Lot: A Practical Guide to Productive Academic Writing*.

### Teaching Resources

- [Tips for New Faculty on Teaching](#)

### Managing to Keep Your Balance

- [Time Management for New Faculty \(PDF\)](#). This article by describe techniques for time management for new faculty members, covering a wide range of topics ranging from advice on scheduling, meetings, email, to writing grant proposals and teaching.
- [Time Savers \(PDF\)](#). Tips from the University Center for Innovation in Teaching and Education at Case Western Reserve University.
- [Time Management for Junior Faculty](#). A perspective of Matt Welsh, Associate Professor of Computer Science, Harvard University.
- [Do you really not have the time?](#) The Chronicle of Higher Education.
- [Coping with Obstacles to a Balanced Life](#). The Chronicle of Higher Education.
- [Lessons in Time Management](#). The Chronicle of Higher Education.
- [Getting Things Done by David Allen](#). A book on productivity.

[The Scholarship of Engagement](#) can present challenges for faculty preparing for promotion and tenure because building business and community partnerships takes time, and translational applied scholarship can seem marginal to traditional researchers. The UA has established an “[inclusive view of scholarship](#)” that provides a framework and supporting materials for articulating the values of the scholarship of engagement and other forms of applied scholarship, including the scholarship of teaching, as discussed in [a wide range of sources](#) drawing on the work of Ernest Boyer.

The University of Arizona recognizes that there is no set template for advancing careers, and a healthy work-life balance is vital to building sustainable careers. We support assistant professors and continuing-status professionals in working toward promotion by providing [timeclock delays](#) for family, medical, personal and professional exigencies. To help faculty balance work and home commitments, our award-winning [Life and Work Connections](#) program offers services ranging from subsidized childcare and sick child support to personal advising on psychological and physical wellness.

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