

Main Points from the “Preparing for Your Annual and Third-Year Review” held Nov. 27, 2018

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THIRD-YEAR REVIEW

Q: What is a third-year review and what do faculty need to do to prepare for that?

- A great process that is a checkpoint along the way to meeting tenure or promotion
- You put together a mini P&T dossier with teaching statement, evidence of teaching effectiveness, CV with research accomplishments, examples of papers/publications, and list of service
- It gives you a chance to write a summary of your accomplishments, teaching philosophy, research agenda, trajectory and goals
- A chance to get feedback from people in your department, including chair, and from the dean’s office
- The feedback should tell you if you are on the right path, what you need to focus on, what type of professional development you can do to move forward toward tenure or promotion
- As you prepare your mini-dossier, find informal and formal mentors and ask them about your narrative and how you are coming across; oftentimes people who will be reviewing you in the committees don’t know you personally, so your dossier represents you
- Gives you a chance to collect a lot of the materials you will need when you go up for promotion or tenure
- Should include teaching observations from early on, not only in your third year
- If you do the third-year review well, you are almost halfway through your dossier for P&T
- Present your best self while remaining truthful about what you have accomplished
- It’s good practice for the real thing
- Keep a folder on your desk where you can put everything that you’re doing and can access it quickly
- One thing to remember when you are putting together your dossier is that it is OK to fail. It’s OK to say, “Here are the proposals that have been rejected. I’ve been trying.” That way the committee can understand and analyze and perhaps offer suggestions.

Q: How do I know what sections go in my dossier?

- Barb Palmer in provost’s office can provide information. Visit provost.mst.edu, click “Faculty” dropdown, then “Promotion and Tenure.” P&T forms are listed by dossier section A – R.

Q: What if you have a terrible third-year review?

- There are examples where it doesn’t work out, but the people on your committee want to see you be successful and will give you the best advice related to your future success

- If you have a good chair, you shouldn't be surprised by what happens in the third-year review because you should have been getting guidance in the annual reviews
- If people don't make the suggested changes, then it should be no surprise to them about the outcome
- The letter you receive will be strongly worded that it would be wise to consider moving on
- The exit strategy is more advantageous for them if they make the move before being denied tenure
- If you find out you can benefit from mentoring, the [Miner Master Mentor](#) program is available through CAFE
- To avoid this problem, let people see your materials ahead of time; don't take criticism too personally
- Take advantage of the resources on campus through CAFE and OSP; do it early and get feedback
- Help each other in your new faculty cohort by getting together informally and sharing your writing

Q: Is [myVita](#) going to be required?

- myVita is the online system for tracking everything – your teaching course load goes directly into it; system-wide apparatus
- It's going to be a requirement; all annual evaluations are supposed to go through my Vita and eventually third-year reviews and P&T will go through it
- If you don't have your materials submitted through myVita you can expect a 0% merit raise
- Keep your CV updated; keep a file folder going that you continually add to
- Check with your chair and see how they plan to use your CV

Q: What happens after I submit my dossier for third-year review? Who sees it?

- Only the review committee sees the dossier
- Department chair may review it ahead of time if asked
- The review committee consists of a faculty representative, someone from the department P&T committee, someone from the school P&T committee, someone from the campus P&T committee (from the other college) and the dean of your college
- The committee is given about a week or two to review the dossier and then there's an hour long meeting. The first 30 minutes the committee meets to discuss things the candidate without them present. Then the candidate comes in to share about him or herself. It's a back and forth conversation. At the end of that, the candidate is excused, and the committee will write a letter that summarizes their thoughts and feelings about how well the candidate is doing, if there are areas where improvement is needed or they are on the right course
- The third-year letter that is given to you is also retained at the provost office level; the P&T committee can ask for it, but it is not automatically included in your dossier for tenure

Q: Where can I get some feedback on my dossier?

- Start with senior faculty in your department, not just the chair

- Don't wait until third year to get feedback. Especially in engineering departments, take your annual reviews seriously, especially year two. That's where major corrections need to be made if you are off course
- There is a tendency to not let people know you failed at something – if a proposal or paper gets rejected or teaching evaluations are low – but you need to be willing to ask for and act on feedback
- Don't leave out where you came from; tell the story of where you have started and what you did to improve in every area, including where you got help

ANNUAL REVIEW

Q: How important are annual reviews?

- Year two of annual reviews is more important than the third-year review in engineering departments
- If your engineering department doesn't have annual reviews, you will need to assess yourself and see where you're at, or get a mentor to give some guidance. CAFE offers Miner Master Mentors who will meet with you. For more information visit cafe.mst.edu/mentoring/minermastermentors
- Find out from your department chair: Am I writing enough proposals? How are my teaching evaluations going?
- In the humanities field, recognize that publishing is very slow and the tenure clock doesn't stop because publishers are slow. Make sure you are submitting articles in the first and second year
- Meet with your chair early– even in the first year. Find out what are the expectations, what is the process, who will be looking at my stuff, and when? Annual reviews are done differently in each department – sometimes just the chair, sometimes senior faculty, sometimes the entire department

Q: Is there an annual review for NTT faculty? How does the promotion process differ?

- Depends on the department; in some departments, the process is the same for TT and NTT people
- There is no third-year review for NTT, but there is the promotion procedure
- Get very clear expectations from your chair early on, and keep track of your dossier materials the same as tenure-track faculty
- Go to the [CAFE website](#) and Non-Tenure Track Faculty Resources for departmental guidelines that have been provided to CAFE. Resources are also available at provost.mst.edu, under the "Faculty" dropdown, then "Promotion and tenure"

GENERAL P&T INFORMATION

Q: What is the timeline for NTT?

- The standard is generally the same – about 5 or 6 years to promotion

Q: What are the criteria for early P&T?

- Technically, you have to perform above the normal bar or standards. Not just meeting the expectations but exceeding them
- You will find that committees will have a very high bar for this. It's been used as a retention tool if you were being courted by someone else. We don't want to lose our best people. Other than that, don't do it
- When you come in with years of credit from another university, there's a tendency to focus on what have you done since you've gotten here instead of what have you done for three years somewhere else. The recommendation is against coming in with a shortened tenure timeline.
- The operative word is "sustained." If faculty go up before 5 or 6 years, it's hard to see sustained work.

Q: What about a delayed P&T timeline?

- Contact your chair. There can be extenuating circumstances, such as personal reasons, health reasons, child needs medical care, etc. Don't wait until the fifth year to get the delay. Get it as soon as it happens
- When it goes into the file, it doesn't give the reason for the extension, it just says you have been granted an extension. It is illegal for anyone to ask why that extension is granted.

Q: Who are the external reviewers? Do I know them?

- These are people who are in the best in your field; people you cite regularly
- Who has influenced your work?
- You cannot have had collaborated or worked with them
- The candidate will be asked to come up with a few names per the department chair's request; the P&T committee also recommends some
- It's a three- to four-month process
- You need to have 5-6 letters. To get that many, you have to send out 15 requests
- For NTTs (teaching), think about current and graduated students you are still in contact with. Who can the committee reach out to for student feedback on your teaching?
- Tenure-track can have letters of support from students and they won't hurt. That helps fill out the teaching portion of the dossier. The department chair will solicit these, not the candidate
- If top person in your discipline works at Purdue, ask for funding to give a seminar at Purdue.
- Think about who you want external letters from

Q: How do I bring in large grants?

- Build your way up by proving yourself with smaller grants in order to get the bigger ones. You may have to write 90 proposals to get 30 funded.
- You have to be willing to fail and to learn from your mistakes. Build the research team as you go. You don't get that in the second or third year

Q: How do I know what journals to publish in?

- Maintain professional networks outside of campus especially in the humanities where you may be the only specialist in that area on the campus. Maintain grad school contacts, go to national

conferences so that you are networking with the right people who can help you know where to publish your materials

- Ask for feedback – what about this journal for my specialty?
- Know what your field looks like. Maybe you can shoot for the highest journal. Have a sense of where you are in the profession and get advice from on and off campus
- You want to balance quality and quantity. What is going to be important to your external reviewers? Have options. Don't put all your eggs in one basket

Q: What about service?

- Be out there doing stuff, but not too much. The department chair should help protect you
- You need other people on campus to know who you are. Networking on campus is important
- Don't do things just to do things. Do things that you care about. What has impact for you personally but also professionally?
- Think about service to your profession. Organize a symposia or a session for a meeting, be a part of a committee for a professional society. Ask CAFE for financial help for travel

Q: What is the value of industry grants vs. federal grants?

- Industry supported grants tend to not be able to support Ph.D. students
- The P&T committee doesn't care either way, but industry grants might be more difficult to maintain
- In some fields, it is easier to get industry grants
- External reviewers don't focus on how much money is brought in as much as the impact of the work