



Preparing Your Milestone Review Dossier

April 22, 2022

Agenda

- Introduction: Timing and Process
 - Pandemic Impact
 - Write Your Own Adventure Story
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- Past webinars and summaries, by type of review, are available on the ADVANCE [Resources for Faculty Milestone Reviews page](#)
 - Slides (with live links) will be sent to all registrants

What is a Milestone Evaluation/Review?

Required:

- Mid-pro (Code 3, T-3, Reappointment...)
- Promotion & Tenure

Not Required (but we want them to happen):

- Promotion to Professor
- Lecturer Promotions

All require a dossier that includes written statements, cv, and documentation of your professional work

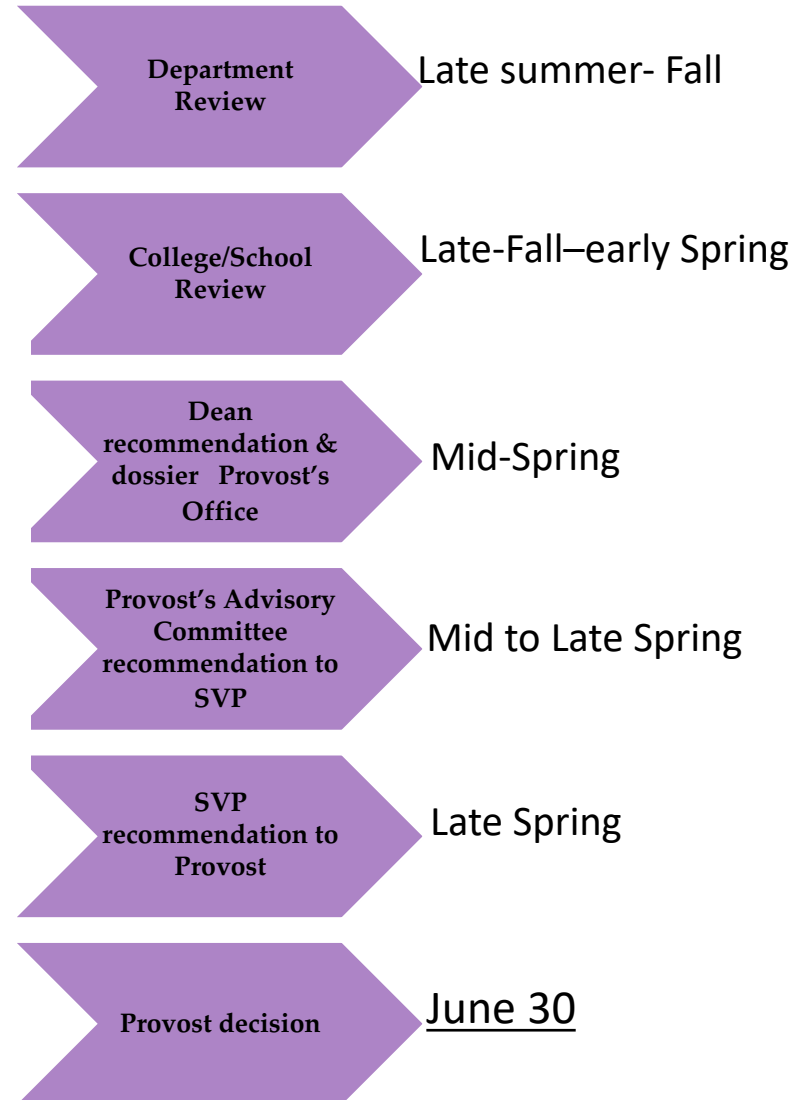
General Timeline

The overall process takes a lot of...

Patience



Loading....



Timing

If you started as an assistant professor before January 2021, the opt-out tenure extension applies to you.

- Extremely flexible, and therefore also confusing
- An FAQ is [here](#).
- The opt-out form is [here](#).
- This and other leaves are not extra time! The time is compensation for disruptive circumstances.

Fall Semester	Maintain Schedule in Letter of Offer	Keep Mid-Pro/Extend Tenure	Postpone Mid-pro/Maintain Tenure	Postpone Mid-pro/Extend Tenure
2019	Start			
2020				
2021	Mid-Pro	Mid-Pro		
2022			Mid-Pro	Mid-Pro
2023				
2024	P&T		P&T	
2025		P&T		P&T

Questions?

Know the Expectations of Your Department and College/School

Office of the Provost: [Tenure-track and Tenured Faculty](#)
[Lecturers](#)
[College P&T Documents](#) (might not be current)

Arts & Sciences: [Tenure-track and Tenured Faculty](#)
[Lecturers](#)

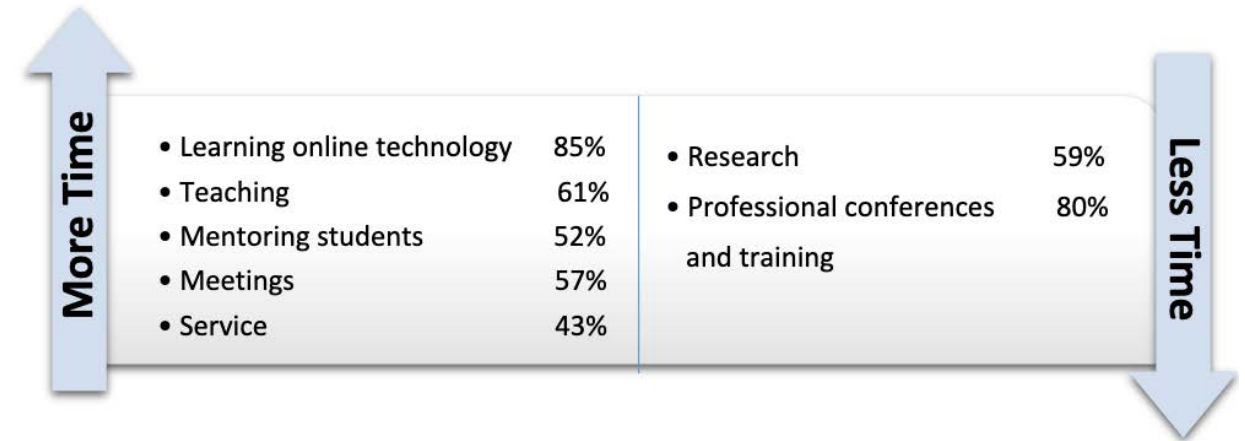
Engineering: [Tenure-track and Tenured Faculty](#)

All Milestone Evaluation Dossiers are uploaded into [RPT software](#)

Provost's Guidelines are updated by July 1 each year

Pandemic Impact

- ADVANCE Summary of Process changes
- MOUs between UA UNM and administration
- Memo on incorporating pandemic impact into reviews (applies to both annual and milestone reviews)
- You have flexibility in how and whether you address the impact



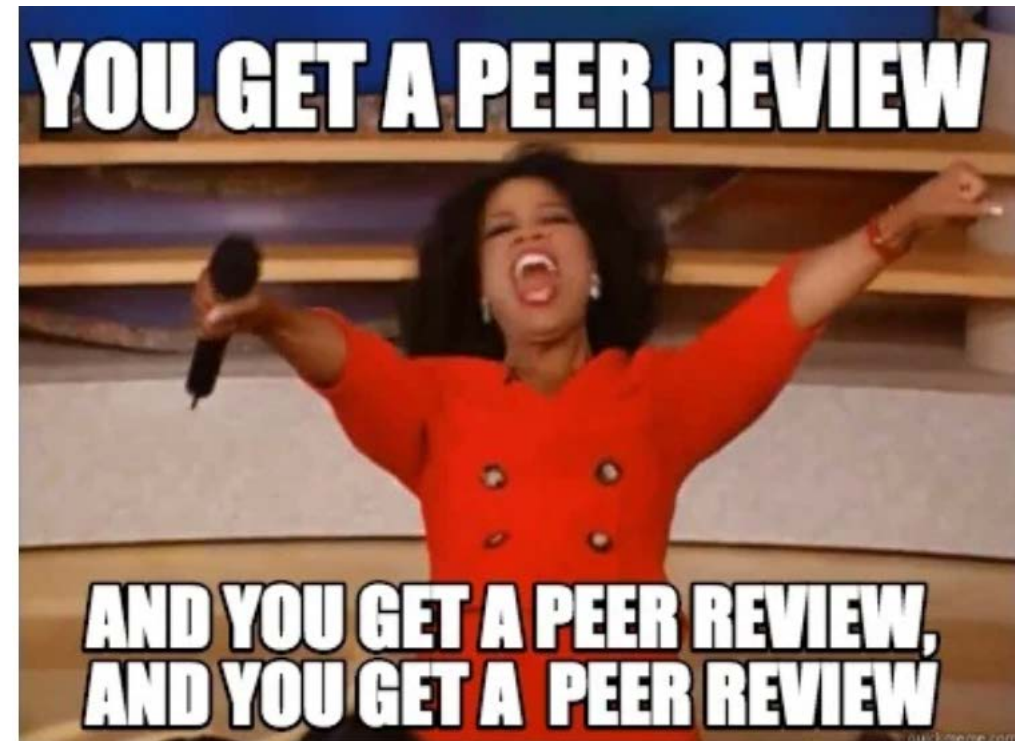
Widespread impact in highly individual ways including caregiving, plus physical, emotional, and psychological impacts

[ADVANCE COVID-19 Impact Report](#)

New survey next week – please respond!

External Reviewers

- P&T and Promotion evaluations include external reviewers
- ½ come from you – you'll need a list of 6-10 depending on department
- 6 letters are expected, mostly (but not exclusively) from R1 institutions
- Department Chair can explain use of reviewers from 4-year schools, research institutes, international institutions
- Reviewers should be "arms length"
 - Generally not PhD advisor, postdoc advisor, former students, co-authors from last few years (there are valid exceptions)



External Review Request Template

“Please note that quality and excellence are more important than quantity in evaluating the candidate’s work.”

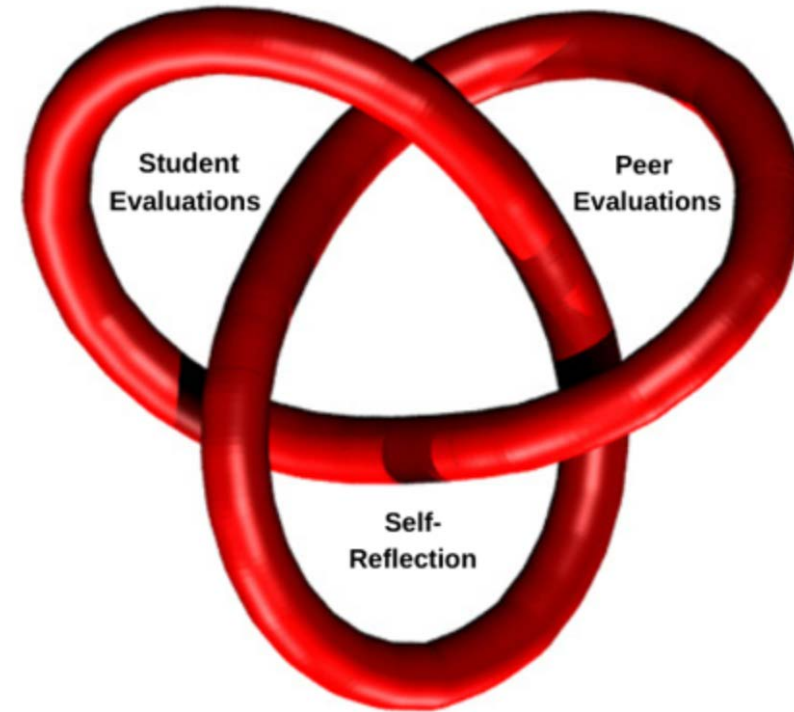
“We also note that this candidate was an active researcher in 2020 and 2021, during which the SARS-CoV-2 virus and the disease, COVID-19, that it causes, disrupted all aspects of faculty work. This candidate was in the cohort of scholars who had to pivot their courses online, work remotely, and in many cases manage their own children’s education. Beginning Spring 2020 semester, as a result of the health crisis, and in response to state of New Mexico public health orders, access to research and creative facilities were significantly reduced, library services were restricted, and all student evaluations of teaching were suspended. Research disruptions, significant shifts in teaching modalities, limited childcare, and remote work persisted into the Fall 2020 and Spring 2021 semesters. We ask that you take this unprecedented event into consideration when evaluating the faculty candidate’s work.”

“The University of New Mexico automatically extended all probationary periods for faculty impacted by this public health crisis. During your evaluation of this candidate’s record, we ask you not to consider time since degree or time in rank; please assume that the candidate is coming up for review and promotion at the right time for our institution and refrain from any comment about time.”

Complete template is [here](#).

Student Evaluations of Teaching (SETs)

- SETs are just one component of your teaching; most people realize the limitations
- ([ADVANCE Summary of Bias in SETs](#))
- You provide a summary of scores and the individual student comments
 - Use of SETs for Spring 2020, Fall 2020, and Spring 2021 is *optional* and can not be required at the department, College/School, or university level
 - Summary Student Evaluation Tables in the Provost's P&T Guidelines have been modified to include this information



Questions?



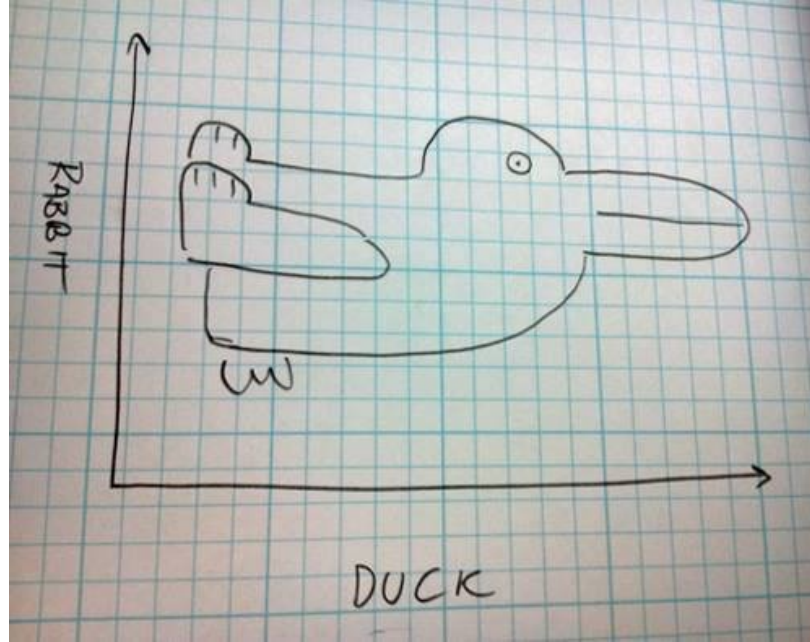
Write *your* own adventure story

There are departmental, college and university expectations for tenure and/or promotion. However:

- Your milestone evaluation package is *your* story
- Think about what *you* want the narrative(s) to be
- You will need research, teaching, and service statements (teaching and service for lecturer promotion)



Write Your Own Adventure Story (identify your story)



In general, committees want to say “yes”. Help them say yes by offering a compelling, coherent narrative.

It takes longer to write a compelling, concise narrative than a long and less-focused one. Give yourself time!

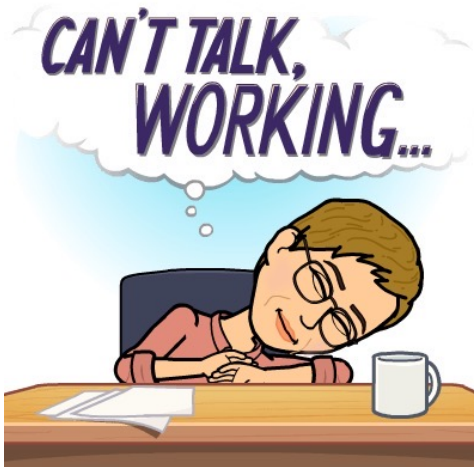
There are **two** aspects of dossier preparation to manage:

1) Research, Teaching and Service Statements and Summaries

Work on these when you are feeling creative, inspired or just motivated to get them written



2) Gathering, documenting and organizing information for the RPT upload



Work on these pieces when you don't feel like thinking but want to make some progress.

You will need to iterate between these

Write Your Own Adventure Story (but be aware of expected content and length)

You will need Research, Teaching and Service Statements

- A&S has a standard cv format which also requires research, teaching and service summaries totaling no more than one page
- In general, statements of ~ 3-5 pages are expected
 - Some departments may expect more extensive research statements, particularly as part of information going to external referees
 - SOE limits these statements to 2 pages
 - A&S requires a Teaching Portfolio

Determine School/College and Department expectations before you start writing!

Write Your Own Adventure Story (but be aware of expected content and length)

Some Schools/Colleges have additional expectations or specific information that must be included

- SOE requires a statement of professional aspirations over the next decade
- SOE requirements include citations over a 5-year term (3 years in case of mid-probationary review), sum of citations for 3 most cited papers, and the source of citations

Write Your Own Adventure Story (identify your story)

What do you consider to be your most significant accomplishments?

What are you most proud of?

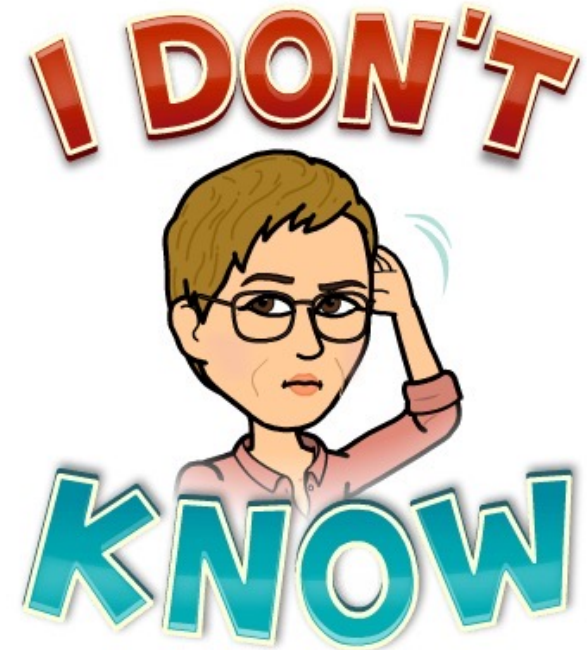
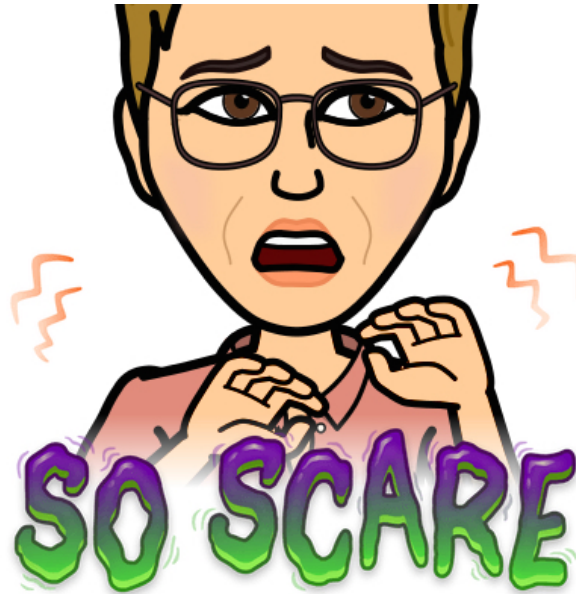
How have you had an impact on your department, College/School, the University, various communities?

Why is your scholarship important? What questions are you answering? What problems are you trying to solve?

How are you helping students to be successful?



What happens if you sit down to write and you have one of these reactions?



Take a deep breath and remember that you are



A few approaches:

- If you have been documenting your accomplishments, review them and start to list those that might be most significant
- Think about your accomplishments (and you do have some), and start a random list
- Work with a friend or join a dossier preparation group at ADVANCE

Goal: Develop a list of 3-5 things **you** want to be sure to emphasize in each of **your** statements, in addition to anything you are expected to include.

Options for discussing the impact of COVID-19 in your dossier

Provost Holloway has stated that faculty have agency in whether or not to discuss the impact of the pandemic in annual and milestone reviews. You can choose not to. If you choose to do so, options include:

- [Use the Guidelines for Annual Reviews](#)
- [Modify this Checklist](#)
- Cite the [ADVANCE COVID-19 Impact Survey](#) or other local or national reports
- Discuss COVID-19 impact in one or more of research, teaching, and service statements
- Include a modified checklist or the impact memo in the Supplemental Documents
- You can use simple declarative statements with no personal details. Examples:
 - "I was unable to work for x weeks (months) during fall or spring or summer....."
 - "My lab was shutdown for x weeks (months)"
 - "My lab lost key specimens/materials/samples as a result of remote operations" which will take "x amount of time" to recover
 - "My field work/archive work/performances/human subjects work have been brought to a halt during the pandemic"

Your Statements Help Evaluators to “Yes”

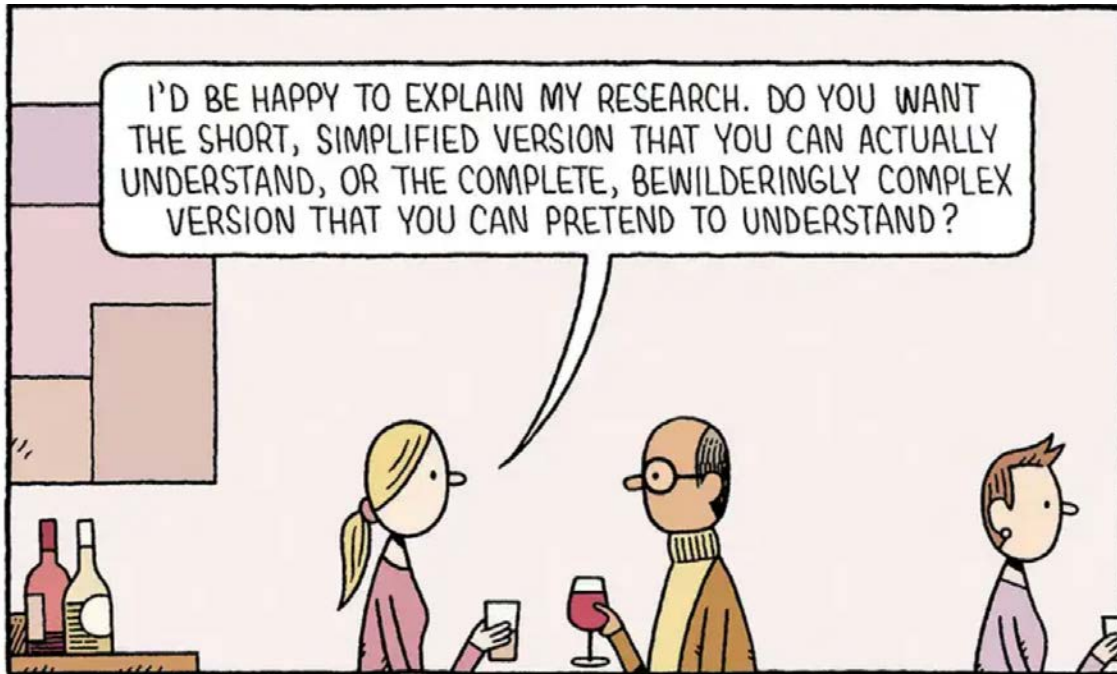
- Make it easy for readers (and your Chair) to know what you have accomplished - don't make them hunt or count
- Summarize key accomplishments early in each statement
- Point to relevant information in your cv or in Supplemental Documents
- Don't exaggerate; do highlight things you are proudest of
- Tell a consistent story between the statements
- *You can write about DEI work in one or more statements or write a separate DEI statement and include it in Supplemental Documents (point to it in statements)*



Questions?

Research (Scholarship, Creative Works) Statement

At least the first paragraph (or page) of each statement should be written with a general audience in mind. This is particularly important for the research statement.



TOM GAULD for NEW SCIENTIST

- Why are you studying (creating) whatever it is you study (create)?
- What are your most significant accomplishments?
- Most of the document should be about what you have done; be sure to include some information on what you are planning to do
- In some fields it is standard to have a different research statement for external reviewers than for internal committees
 - External reviewers will have more knowledge of your general area or be experts in your specific area
 - Internal committees will have people from many disciplines – write to them for at least the first page
- Can have images, graphs, quotes, etc if that helps tell the story

Research (Scholarship, Creative Works) Statement

- Establishing a functioning research group is a legitimate accomplishment in a field where this is an expectation
- If you have had a delay or setback in research, this is the time to constructively address it
- Work in progress (articles, chapters, books, proposals, exhibits) can be mentioned and included in Supp Docs
- Do not have to include grant proposals or reviews (up to you)
- Graduate student mentoring and associated accomplishments (awards, competitive fellowships, etc) can be mentioned here or in the Teaching Statement
- If you are a lecturer doing pedagogical research, you can include a statement or have a section in your teaching statement

Teaching Statement

Show that you are reflective about your teaching and making adjustments based on experience and feedback



- What audience(s) do your classes serve? Are you teaching new classes? Core classes? Required classes? (Your course names and numbers don't mean anything outside of the department.)
- How do you engage students? What has worked best? In what areas are you trying to improve? What has surprised you? What do you want to try next?
- Most of the document should be about what you have done: be sure to include a little information on what you are planning to do
- Unless your department expects it, you do not have to write about every class you have taught.
- Do not include entire lectures, syllabi from every semester, etc. Provide samples.
- If you have had issues with your classes, this is the time to constructively reflect (particularly if you are preparing a teaching portfolio) and address them
- *Student mentoring – including of students from other departments or classes can go here – you are contributing to student success and our educational mission!*
- Pedagogical scholarly work and work in progress should be included

Service Statement

- Have pity on your review committees and don't just list the committees you have served on
- What types of service are important to you?
- Consider all levels – department, college/school, university, community, professional
- Your cv should list your service contributions, write about a few things you have done or contributed to that have had an impact; this is particularly important for promotion to professor (and many lecturers have substantive service contributions – tell us about them!)

I can't stand to think about this, but I need to make some progress...

- Talk with your Department Chair about preparing your portfolio; what is the department process? Develop a tentative timeline for
 - when the department will be sending your package to external referees (and what they will send)
 - when the final package will be considered by the department
- *Are you required to give a seminar as part of this process?*
- *Do you have enough peer evaluations? Have you received written evaluations? Work with your Chair/Director to arrange for some to occur in early in the Fall if you don't have at least 3.*
- If you have not already done so, figure out your accomplishments, service, student committees, etc and organize them
- Rename files in required rpt format

I can't stand to think about this anymore...

- Download complete student evaluations, including student comments
- Update your cv; put it in the expected format if there is one
- Do you want to include letters of support? Start arranging for those.
 - These can be part of the supplemental documents
 - This can be a good place to share unsolicited letters of thanks from students, feedback from community events or outreach partners
 - Point to these in your statements
- Develop a list of 6 -10 external referees (P&T, promotion to professor)

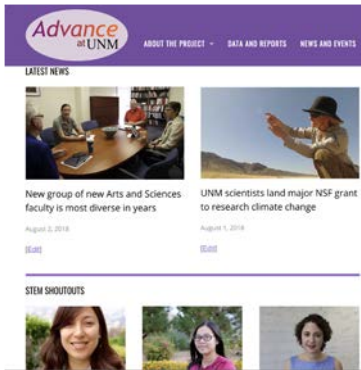


Final Thoughts:

- Talk with your Department Chair
- Know the expectations and timeline
- Ask questions
- Give yourself time to develop concise statements and an organized dossier
- Seek help and support when you need it
- Reward yourself along the way!



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