

ADVANCE



YOU



STRATEGIC PLANNING FOR THE SUMMER AND BEYOND

When You First Arrive on Campus



Surviving the First Year

- **Extremely** steep learning curve
- Teaching (some of you for the first time)
- New course preps
- New colleagues
- New political landscape/bureaucracy to navigate
- Establishing labs
- Advising students/mentoring graduate students
- Personal issues – moving to a new city

Your First Year

Several Faculty Development Programs:

- New Faculty Orientation
- New Faculty Learning Community
- Mentoring Program

Accurate Representation of New Faculty at the End of their First Year



After the summer...



Your Second Year

- Not so many ADVANCE professional development opportunities
- Hopefully you will continue to receive mentoring/support from colleagues
- CTL offers many workshops to help with your teaching development
- But, fewer **holistic professional development programs** during your second year at the institution (until now!!)

Expectations during Year 2

- You have figured out the basics of teaching - obviously, still some fine tuning, but you are no longer overwhelmed by teaching commitments
- Much of the focus shifts to scholarship and service
- Improved time-management skills - should have been honed during your first year/over the summer
- Manage all your activities strategically to ensure a successful outcome at reappointment

Strategies to start your second year on the right footing

Use your time during the summer strategically

First, rest. Then:

- Revisit your syllabi and make any necessary changes based on student evaluations, feedback from peers
- Prep for new courses
- Focus on your scholarship – if you haven't already, establish a regular research and writing routine (important strategy to develop your critical time management skills)
- Revisit your research agenda and tweek if needed; get those papers written/grants submitted
- Read over your annual review and note which (if any) areas might need improvement
- Revisit your IDP and modify it to address this feedback

Goals for the Year 2

- Develop stronger time management skills - you have established a regular research and writing routine over the summer
- Increase the visibility of your research
- Spend less time on course preps/teaching
- Begin to explore service opportunities that appeal to you and have value. Make careful decisions regarding the time commitment of these activities – service does not count as much as teaching and research when you come up for reappointment. Seek advice from colleagues/your chair
- Examples include:
 - Serving on a department committee, university committee
 - Service to your profession - participation in professional organizations, reviewing journal articles/grants, participating in conference planning committee
 - Service to the broader community

Annual Review - Policy

- For non-tenured, tenure-track faculty members, an annual evaluation conference must be held prior to May 1 of every year
- The chair will discuss the faculty member's **strengths and weaknesses** in the areas of teaching, scholarly activity and service.
- Prior to the conference, the chair will prepare and forward a "draft" evaluation to each faculty member
- The faculty member will meet with the chair to discuss the review
- After the conference, the department chair will prepare a final written evaluation of the faculty member
- The review should include a plan going forward
- The final written evaluation will have a place for the faculty member's signature, which indicates that the evaluation has been seen and discussed
- <https://provost.uncc.edu/academic-budget-personnel/handbook/b-annual-review>

What does an Effective Annual Review Look Like?

- The written evaluation prepared by the department chair should **clearly and specifically address strengths and weaknesses** in the performance of the faculty member
- It should **articulate a clean plan and timetable** for improvement of any deficiencies in performance
- Effective annual evaluations should eliminate "surprises" in the comprehensive reviews pertaining to reappointment, promotion, and conferral of permanent tenure

What if you Don't Agree with your Annual Review?

- You can write a rebuttal
- The faculty member may state in writing reasons for any disagreement that s/he may have with the final evaluation
- The department chair will place the annual written evaluation along with any faculty response in the faculty member's personnel files and will forward the evaluation and the faculty member's response (if any) to the dean of his/her college

After the Annual Review

- Use your annual review to revisit your IDP – it's a living document!
- Use the information from your chair to build upon current strengths and interests. Align them with department needs and performance criteria by identifying areas for development, and providing a strategy to address them
- Discuss your IDP with a mentor and ask for feedback

UNC Charlotte ADVANCE New Faculty Planning Document

STEP 1: Articulate your Career Goals

- What are your long-term career plans?
- What are your shorter-term goals that will ultimately take you there?
- How are these goals aligned with your department/unit needs and expectations?

STEP 2: Establish a mentoring relationship with faculty from both inside and outside your home department

- Go to <https://advance.uncc.edu/programming/mentoring> to sign up for the ADVANCE Faculty Mentoring Program
- Attend the New Faculty Transitions Initiative offered through ADVANCE <https://advance.uncc.edu/programming/new-faculty-transitions>

STEP 3: Seek understanding on the RPT Criteria in your Department/unit and College

- Examine both departmental and college criteria and seek clarity as needed
- Discuss criteria and guidelines for RPT with chair, dean and mentor(s)
- Ask to see samples of previous (and recent) successfully promoted candidates in your area

STEP 4: Conduct a Self-Assessment

Consider the trajectory of your career thus far

- How has it changed from your original career plan/direction?
- Have these departures been intentional? Have they been aligned with your changing interests and opportunities?
- Has your career trajectory been impacted by work/life balance issues?
- Does anything need to be adjusted so that it aligns with your goals in Step 1?

Assess your Strengths and areas that need further Development

- What are your strengths?
- What specific areas need further development?
- Identify resources that can be utilized to develop these areas (e.g. CTL)
- Ask peers and mentors for their input

STEP 5: Write a Career Plan

- Plan should map out the general path you want your career to take, and match skills, strengths and performance expectations to your career choices and work activities.
- Planning document to be viewed as a dynamic document that will be examined and updated on a regular basis

- Goal is to build upon current strengths and interests and align them with department needs and performance criteria by identifying areas for development and providing a strategy to address them
- Plan should incorporate results of Steps 1 – 4 above and should include:
 - ❖ A list of your skills and strengths that you can build on
 - ❖ A list of specific areas that require further development
 - ❖ Specific short and long-term career goals and relevant time frames (what you want to achieve and by when)
 - ❖ A list of approaches/resources/strategies/training you will need to implement your career plan

STEP 6: Discuss Plan with Mentor(s) and Chair

- Seek input on how realistic the plan and time frame is?
- Do they have ideas for obtaining appropriate resources to implement plan?
- Do they have ideas related to how to implement the plan?
- Do they think the plan is aligned with department/unit needs?
- Do they think the plan is aligned with the performance criteria?

STEP 7: Implement the Plan

- Put your plan into action
- Revise and modify the plan as necessary
- Review the plan with your mentor(s) and chair on a regular basis

Reappointment

- At end of second year, before the beginning of third year, you have to prepare and submit a dossier for reappointment
- The contents of the reappointment dossier must persuade each committee (DRC and CRC), your chair and your Dean that, during your first two years at the Institution, you have demonstrated growth as a teacher, scholar, and university citizen that shows promise of satisfying criteria for promotion to associate professor with conferral of permanent tenure

Reappointment

- Different than the annual review
- Prospective review (not retrospective)
- Career review
- Holistic in scope

Criteria for Reappointment

- Effective teaching
- High quality research/creative activity
- Appropriate service contributions at the unit level
- Projected growth as a teacher, scholar, and university citizen that shows promise of satisfying criteria for promotion to associate professor with conferral of permanent tenure
- Be sure to check your college/dept. expectations and formatting for preparing your reappointment dossier

Review Process

- Recommendation by Department Review Committee (Analysis of teaching, scholarship, service/leadership)
 - Determination by Chair (Analysis of teaching, scholarship, service/leadership)
 - Recommendation by College Review Committee
 - Determination by Dean
 - Packet goes to the Provost
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- For more information on the DRC and CRC Committees go to:
 - <https://legal.uncc.edu/policies/up-102.13#s5>
 - 5.3 Department Review Committee (DRC) on Reappointment, Promotion, and the Conferral of Permanent Tenure
 - 5.4 College Review Committee (CRC) on Reappointment, Promotion, and the Conferral of Permanent Tenure

Faculty Dossier

- Curriculum Vitae
- Personal Statement - the candidate is expected to prepare a self-assessment of his or her performance in each of the major areas for review. **This assessment should be written in the first person and organized according to guidelines provided by the department or college**
 - Scholarship - all relevant articles, books, book contracts, publication acceptances, grant submissions (whether funded or not) etc.
 - Teaching Contributions – syllabi, teaching evaluations, peer reviews
 - Service Contributions – letters of appointment etc.

The Personal Statement

- The personal statement is your opportunity to put into context your scholarly/creative work, teaching and service contributions
- It is the story of your intellectual development (your journey) - past, present, and future
 - “What work have I done?”
 - “Why are these activities/ products significant?”
- Makes the argument: I am making appropriate progress towards tenure and promotion; my record demonstrates I should be reappointed

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Rapid amplification and facilitation of mechanosensory discharge in Aplysia by noxious stimulation.

[Clatworthy AL](#)¹, [Walters ET](#).

[Neurosci Lett.](#) 1995 Jan 16;184(1):5-8.

Role of peri-axonal inflammation in the development of thermal hyperalgesia and guarding behavior in a rat model of neuropathic pain.

[Clatworthy AL](#)¹, [Illich PA](#), [Castro GA](#), [Walters ET](#).

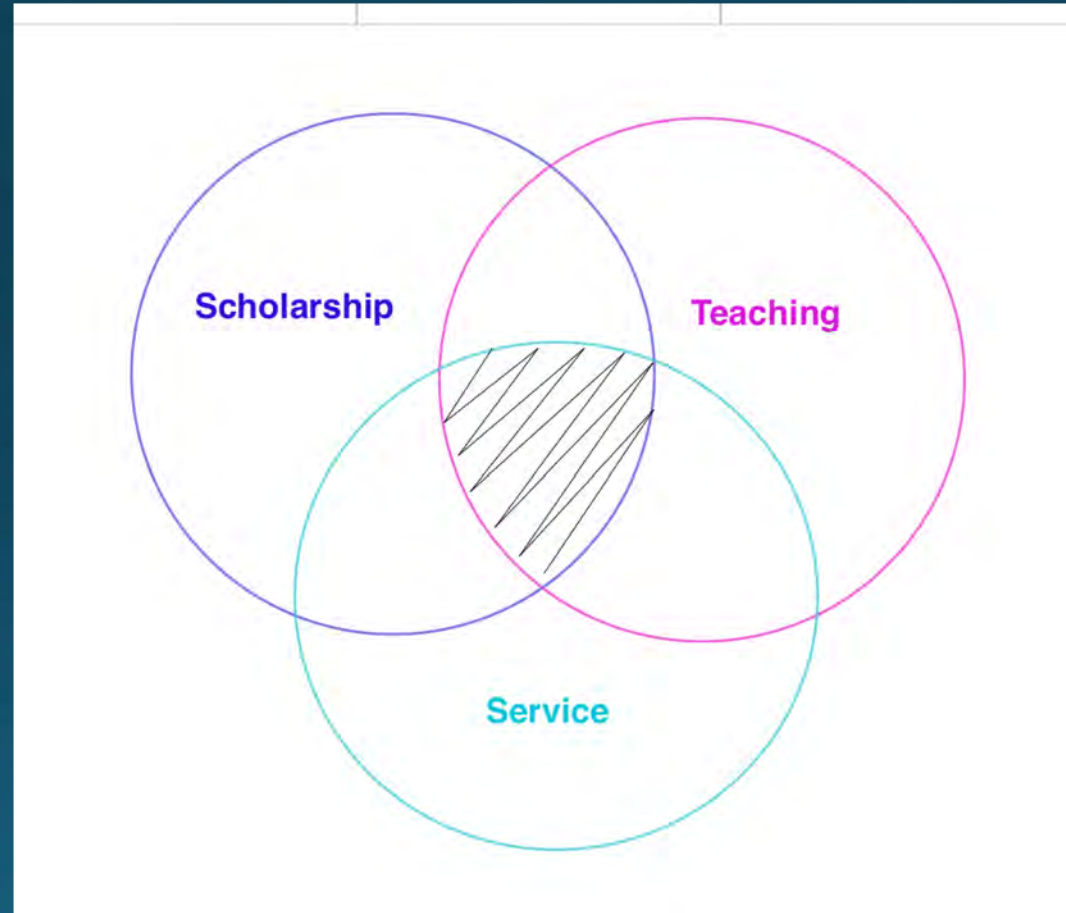
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Comparative analysis of hyperexcitability and synaptic facilitation induced by nerve injury in two populations of mechanosensory neurones of Aplysia californica.

[Clatworthy AL](#)¹, [Walters ET](#).

 **Author information**

Visualizing How your Contributions Intersect



Planning for the Reappointment

Most Importantly:

**FAMILIARIZE YOURSELF WITH YOUR DEPT/COLLEGE
EXPECTATIONS AROUND REAPPOINTMENT**

Planning for Reappointment: Strategies

- Keep records of activities and accomplishments in teaching, research and service
- Update these records often
- Keep your CV current

Planning for Reappointment: Strategies

- Increase the visibility of your research:
 - Share your research with colleagues inside and outside of your dept. e.g. in seminars, informal meetings
 - Attend and present at conferences and **network** – begin to scope out and form connections with people in your field who could act as external references (tenure)
 - Look for “low-hanging fruit” funding opportunities, e.g. internal faculty research grants (deadline typically early October)
 - Balance grant applications with more prestigious funding opportunities (NIH/NSF) – they have programs specifically targeted towards junior faculty

Planning for Reappointment: Strategies

- Take an active role in your career
 - Get involved with dept./college committees (being mindful not to over-extend your service commitments). Start small and increase your commitments over time
- Get to know key administrators
 - Your chair, dean, other university administrators
- Know what resources are available and ask for help when needed
 - Take advantage of Center for Teaching and Learning, mentors, ADVANCE

You after Reappointment.....



Useful web addresses

- <https://inside-clas.uncc.edu/handbook/faculty-evaluation/rpt/candidate-files/>
- <https://provost.uncc.edu/academic-budget-personnel/handbook/c-review-reappointment-promotion-and-conferral-permanent-tenure>
- <https://provost.uncc.edu/academic-budget-personnel/handbook/b-annual-review>
- <https://legal.uncc.edu/policies/up-102.13>
- IDP:
- <https://advance.uncc.edu/sites/advance.uncc.edu/files/media/2017%20ADVANCE%20New%20Faculty%20Planning%20Document.pdf>

