

Engaging a Support Network for Building your Dossier: The Role of the Supervisor

Promotion and tenure should be a journey and lifestyle, not a quick moment in time. In order to ensure that you are progressing over time and that you have been proactive in your pursuit of promotion and tenure, consider how you can engage your supervisor in building your dossier.

Checklist for What You Can Expect from Your Supervisor

During Onboarding/Orientation at Hire:

- Orientation on expectations of position and how annual performance is measured
- Identification of mentors (content expertise and experiential guide)
- Identification of P&T mentor (prepare plan for career trajectory/future promotions)
- Provision of current P&T guidelines and awareness of existing resources available

Annual Feedback:

- Review job description annually to ensure it accurately reflects current duties/roles
- Review and provide feedback on annual report and/or dossier
- Hold annual performance review with discussion on specific strengths and weaknesses in key job duties (i.e., teaching, research, and service).
- Help to identify any gaps in teaching, research (creative and scholarly), and service
- Provide feedback on annual performance goals

Accountability:

- Accountability for achieving annual performance goals
- Accountability for acquiring EEETs and Peer Observation Letters

Ongoing Capacity Building:

- Assistance with long-range planning around promotion and tenure
- Assistance identifying training and resources for building skills and capacity to succeed in position (e.g., teaching effectiveness, program development, evaluation, dossier development, curriculum development, etc.)
- Support for understanding how to acquire EEETs and Peer Observation Letters
- Ongoing mentoring/coaching for performance

Review of Dossier:

- Review draft of dossier before submission and provide feedback



Checklist for What Your Supervisor Expects from You

- Read thoroughly and review annually the current P&T guidelines
- Ask questions related to the expectations of your position as it relates to promotion and tenure
- Take advantage of ALL existing resources for promotion and tenure

Annual Feedback:

- Annually review your job description to ensure it reflects current duties/roles
- Pay attention to/quickly address any feedback on annual report/dossier
- Develop and implement a plan for building strengths and addressing weaknesses in key job duties (i.e., teaching, research, and service).
- Seek ongoing feedback on annual performance goals
- Push yourself on annual goals. Think in terms of what will make you more effective (ALL three areas: teaching, research, and service)

Accountability:

- Hold yourself accountable for achieving annual performance goals
- Hold yourself accountable for acquiring EETs and Peer Observation Letters

Ongoing Capacity Building:

- Develop and implement a long-range plan around promotion and tenure
- Visit with your supervisor on your P&T plan annually
- Participate in training and utilize resources for building skills and capacity to succeed in position (e.g., teaching effectiveness, program development, evaluation, dossier development, curriculum development, etc.)

Review and Improvement of Dossier:

- Provide a draft of your dossier to your supervisor well in advance of your submission and incorporate feedback into next iteration of your dossier

Other:

- Your supervisor should NOT be surprised that you are submitting for promotion and tenure. Let them know well in advance of your intentions.

Remember, your supervisor is there to help you build your capacity to perform well and he/she has the desire to help you succeed in your plans for promotion. However, it takes planning, commitment, ongoing conversations, and lots of hard work on your part.

