



Having read The Document governing your dossier's evaluation, you have helped yourself by replacing vague notions of So Much to Do! with specific tasks.

If you made a list of those tasks as you were reading The Document, then the list can seem unwieldy, perhaps daunting.

So Sort the tasks. Recognize that different tasks make Different Demands on your cognitive powers, and Different Demands on your spiritual fortitude.

Sorting the tasks allows you to Pace yourself. Please be kind—don't ask yourself to do the Most cognitively And spiritually demanding tasks one right after another. There will be some days when you need to do something Mostly Mindless But Required.

Make a note next to or color-code tasks according to categories that work for You. Here is how I have sorted tasks.

There are the Piddly But Unpleasant tasks. For me, this included compiling or generating all the grade distributions and key statistics of student evaluations for Every section of Every course I had taught in the Review Period.

There are Curiosity-Kindling tasks. These might include gathering data on the number of citations each of your publications has garnered, researching how different journal-ranking organizations assess the venues in which you published, and searching on certain of your article titles to see if they have been used as readings in graduate course syllabi that may be online.

One of my colleagues found that a term she coined in one of her articles now has an entry in Wikipedia—she had helped others recognize a phenomenon they experienced and had written about

in the popular business press.

These kinds of tasks are best accomplished by a Curious, not judgmental, mindset, and a willingness to follow links with an Isn't This Interesting? perspective.

Tasks that fall in the Writing category require a different mindset. I often think of Writing as a two-step process. Step 1: Place glue on chair. Step 2: Place bottom on glue.

The truth is: If you can stay in your chair long enough to produce a draft—what one of my colleagues calls a CFD, Crappy First Draft—then Everything is Workable. In other videos we'll talk more specifically about approaching the Writing and producing that CFD.

For now, just assess internally which of these Writing tasks will “cost” more in fortitude, and which you can toss off pretty easily.

Some will require incorporating evidence and quotations from other documents. These may be statements related to your teaching performance or research impact. Other documents you can write from what's inside you—your teaching philosophy, or a brief summary of your research focus for people unfamiliar with your discipline.

You may want to make explicit Revising tasks. While revising your statements may not require the same grit as creating the first drafts, you Want to allocate *explicitly* energy—and time—to revise each of your statements.

And here you want to think of TIME in 2 Ways: You want to allocate time for the Tasks of revising, certainly.

And also you want to produce your draft statements Early enough in the process to ask for a friendly reading from a trusted senior colleague, or a colleague in a different discipline or at a different university—someone with some distance from your experiences who is familiar with academia. So you want to think about Elapsed Time between drafting and revising as well.

There are Odd Tasks, tasks that aren't actually related to Producing your dossier but are Necessary, nonetheless. In this category you might also include creating lists including contact information and brief bios of possible external reviewers for your work.

Odd Tasks may be contacting an administrator to gain special access to an electronic folder to upload your completed materials or attending a meeting that the Provost calls for all review candidates.

Then there are tasks of Assembly, Labeling, and Organizing. The goal is to ensure completeness of your dossier—and to ensure courtesy to the reviewers of your dossier. You need to do these tasks near the end, but sufficiently before the deadline to allow you time to do any tasks you may have inadvertently omitted.

Sorting the tasks this way helps you Start Sooner, since you realize you Aren't Dreading every task that needs to be done.

It allows you to create a Cadence of work for preparing your dossier that's sustainable. Managing your Energy as you do the tasks is nearly as valuable as the content you produce by doing the tasks.