College of Business

Promotion and Tenure Dossier Templates

Updated: June 1, 2015
Effective on July 1, 2015
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INTRODUCTION

The purpose of this document is to assist candidates with proper organization of the promotion and tenure materials. The materials contained in this document have been collected from the following sources:

- Provost Guidelines for P&T on the Provost’s website
- Iowa State University Faculty Handbook
- College of Business Faculty Review and Evaluation Policies and Procedures
- Other department and college policies and procedures
- Guidelines and templates from other colleges at Iowa State University

All review and evaluation procedures will follow accepted university guidelines as specified in the Faculty Handbook and the College of Business Faculty Review and Evaluation Policies and Procedures. In the absence of specific college guidelines or in case of conflict, the university and/or college policies will take precedence.

This document is a work in progress. If you have concerns, edits, etc., please contact the Associate Dean for Graduate Programs and Research.
ORGANIZATION OF MATERIALS

ORGANIZATION AND RESPONSIBILITY OF SECTIONS

- Checklist should be completed by the department chair.
- Cover sheet should be completed by the department chair.
- Tabs 1 & 2 are the responsibility of the candidate who should review and approve these sections for factual accuracy.
- Tab 3 includes two sections. The first section is written by the departmental P&T committee, independent of the candidate, and the second is written by the candidate’s department chair, independent of the department P&T committee.
- Tab 4 is the college recommendations and include two sections: one by the college P&T committee and the second by the dean of the college.
- Tab 5 consists of external peer evaluations.
- Tab 6 is the responsibility of the candidate who provide the portfolio of important and supplemental materials. This section is NOT forwarded to the Provost.

Once the dossier is completed, Tabs 1, 2 & 6 will continue to be available to the candidate; the remainder of the dossier, including the cover sheet, is to be considered and treated as a confidential document.
CHECK LIST

Checklist for Promotion and Tenure Review

Faculty Name: ________________

Please include updated checklist with materials as they are forwarded from the department to the college and to the Provost Office.

Date Completed

00.00.00 External letters requested. (5.3.3.1)

00.00.00 Department P&T committee review and vote (5.2.4.1.; 5.2.4.2.; 5.3.3.2)

00.00.00 Department faculty review and vote (if applicable) (5.2.4.1.; 5.2.4.2.; 5.3.3.2)

00.00.00 Review by secondary department or program (if applicable) (5.2.4.2.2)

00.00.00 Department chair review (5.2.4.2.4.; 5.3.3.2)

00.00.00 Prior to sending the dossier to the college, the chair notifies candidate in writing of department recommendation (5.2.4.2.5). A statement of reasons must be offered for negative recommendations.

00.00.00 Candidate given opportunity to review the factual information, i.e., Tabs 1 and 2. (5.2.4.2.6)

00.00.00 Materials forwarded to college (Tabs 1, 2, 3, and 5)

00.00.00 College P&T committee recommendation/s forwarded to dean (5.2.4.3.2)

00.00.00 Dean notifies candidate in writing of dean’s recommendation (5.2.4.3.3). If contrary to the department, chair or college P&T committee recommendations, a summary of reasons is required.

00.00.00 Dean forwards materials to Provost

00.00.00 Provost notifies candidate in writing of Provost's recommendation (5.2.4.4.1). If contrary to the dean’s recommendation, a summary of reasons is required.

Updated February 2012
Cover Sheet for Promotion and Tenure Recommendation

College of __________________________

1. Full Name:

2. Current Rank:

3. Primary Department:

4. Secondary Appointments (depts. or programs):

5. Action being considered:

6. Date of First Hire:

7. Date of Present Rank:

8. Is this a mandatory tenure review? ___ yes ___ no

9. Was the candidate granted an extension of the tenure clock? ___ yes ___ no
   If yes, how many years? ______ year(s)

10. Was the candidate granted credit towards tenure? ___ yes ___ no; If yes, how many years of credit were granted? ________ years

11. Highest Degree Earned:

   Degree Institution Date Field
   ____________________________________________________________

12. Voting record on this recommendation:

   | Departmental Committee (totals) | Yes | No | Abstain | Absent | On Leave |
   | Department Faculty (totals)    | Yes | No | Abstain | Absent | On Leave |
   | Dept Chair Recommendation      | Yes | No |
   | College P&T Committee (totals) | Yes | No | Abstain | Absent |
   | Dean’s Cabinet (totals)        | Yes | No | Abstain | Absent |
   | Dean’s Recommendation          | Yes | No |

Updated July 2014
13. Quantitative Summary of Productivity  *(Responsibility of the Candidate)*

A. PRS Assignment

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>% of Effort</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scholarly Research</td>
<td></td>
<td></td>
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<tr>
<td>Teaching/Advising</td>
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<tr>
<td>Professional/Institutional Service</td>
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<tr>
<td>Other (Specify:______________________)</td>
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</table>

B. Scholarly Research

<table>
<thead>
<tr>
<th>Production Type</th>
<th>Since appointment to current rank*</th>
<th>Since hiring date at ISU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referred premier journal articles (published or accepted)**</td>
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<td></td>
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<tr>
<td>Referred journal articles (published or accepted)</td>
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<td>Refereed academic conference proceedings</td>
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<td>Authored scholarly books</td>
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<td>Authored textbooks</td>
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<td>Scholarly book chapters</td>
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<td>Textbook chapters</td>
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<td>Internal research grant</td>
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<td>Sponsored research grant – PI</td>
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<td>$</td>
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<tr>
<td>Sponsored research grant – Co-PI</td>
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<td>$</td>
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<tr>
<td>Other (add as needed)</td>
<td></td>
<td></td>
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</table>

*Appointment to the current rank either at ISU or other institution
**Premier journals are defined by the departmental list approved by the Dean

C. Teaching

<table>
<thead>
<tr>
<th>Course Dept.</th>
<th>Course #</th>
<th>Title</th>
<th>Credits</th>
<th>Sem. Year</th>
<th># of Students</th>
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</table>

D. Student Advising

<table>
<thead>
<tr>
<th>Advisee Type</th>
<th>Since appointment to current rank</th>
<th>Since hiring date at ISU</th>
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</thead>
<tbody>
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<tr>
<td>Degree Level</td>
<td>Role</td>
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<tr>
<td>Ph.D.</td>
<td>As chair/major professor</td>
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<tr>
<td>Ph.D.</td>
<td>As committee member</td>
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<tr>
<td>Master's</td>
<td>As chair/major professor</td>
<td></td>
</tr>
<tr>
<td>Master's</td>
<td>As committee member</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>Honors</td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>Non-honors</td>
<td></td>
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<tr>
<td>Other</td>
<td>(add as needed)</td>
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</table>
TAB 1: PRS AND VITA

1.1 Position Responsibility Statement (PRS)
Include the current PRS* and any prior PRSs* for the period under review (FH 5.1.1.5)

1.2 Vita
The promotion and tenure vita* uses the following format:

Candidate Information (FH5.3.1.2)
This includes
• Name
• Current rank
• Degrees held (beginning with most recent degree):
  Degree Institution Date Field/Discipline
• Professional Experience (beginning with most recent appointment):
  A. Iowa State University appointments Dates
  B. Positions held elsewhere Dates

Areas of Position Responsibilities and Activities:

Research/Creative Activities (FH 5.3.1.4.2)
This section includes a listing of research/creative activities such as the following:
• publications (journal articles, monographs, textbooks, book chapters, etc.), include volume and page numbers
• manuscripts under review
• completed projects and programs
• current projects and programs
• patent awards and inventions
• grant activity (funding record should clarify candidate’s role in collaborative grants)
• other scholarly research activities

Teaching (FH 5.3.1.4.1)
This section includes a listing of teaching activities such as the following:
• teaching assignment and responsibilities
• teaching publications/creative activities, include volume and page numbers.
• advising activities
• direction of masters and doctoral candidates
• service on masters and doctoral committees
• curricular development activity
• grant activity (funding record should clarify candidate’s role in collaborative grants)
• honors, awards, etc.
• other teaching and learning activities

Extension/Professional Practice (FH 5.3.1.4.3)
This section includes a listing of extension/professional practice activities such as the following:
• consulting, workshops, seminars, training sessions, etc.
• service on agencies or boards because of individual expertise
• work in the area of technology transfer
• editorial responsibilities for journals (e.g., service on an editorial board or editorship)
• service as a referee for journals, books, grants, exhibitions, etc.
• grant activity *(funding record should clarify candidate’s role in collaborative grants)*
• service in professional societies, organizations and events (include leadership roles)
• other extension/professional practice activities

**Institutional Service (FH 5.3.1.4.4)**
This section includes a listing of memberships on department, college, and/or university committees and organizations as well as descriptions of responsibilities and leadership roles within these service positions. The candidate's role should be indicated.
TAB 2: PORTFOLIO SUMMARY AND TEMPLATE

The portfolio should “provide a clear understanding of the candidate’s accomplishments within scholarship and his/her areas of faculty activities.” (FH 5.3.2, 5.3.2.1, and 5.3.2.2) Documentation should clarify impact of candidate in areas of responsibility. Up to 25 pages will be forwarded to the Provost. Below is a template of how the information should be presented.

2.1 Candidate’s Statement(s)
As the Faculty Handbook specifies, the portfolio should "provide a clear understanding of the candidate's accomplishments within scholarship and his or her areas of faculty activities" (FH 5.3.2). It also specifies that the portfolio include "an overall statement of the candidate's accomplishments in scholarship as they relate to teaching, research/creative activities, and extension/professional practice." Thus, this section serves as an executive summary of the most significant accomplishments in the candidate’s portfolio.

2.2 Areas of Position Responsibilities and Activities
This section provides the opportunity for the candidate to demonstrate effectiveness in those areas he/she has appointment responsibilities.

A. Research or Creative Activity (FH 5.3.2.2.2)
This section should not be a verbatim repetition of the material listed in the CV. This is the candidate’s opportunity to provide interpretation of the role s/he played in the suggested categories of research or creative activities listed below. This section is designed to allow the candidate to make the case for his/her contributions. What are the candidate’s accomplishments in these areas?
- Research agenda
- Summaries of completed, current and future research or creative projects and programs
- Summaries of grants and contracts applied for and disposition
- Summaries of current grant and contract support
- Summaries of potential future grant work
- Summaries of publications (types/quality of publications, role as author, significance of findings, citation counts)
- Honors and awards for candidate’s research scholarship
- Creation of intellectual property

B. Teaching (FH 5.3.2.2.1)
- Teaching philosophy
- Courses taught in last five years (tabular format, beginning with most recent): Include semester/year when taught, course number & title, and enrollment.
- Summaries of teaching evaluations as part of demonstrating teaching effectiveness. Results of student evaluations for all courses (since the last five years, or since the last review), presented in tabular format, comparing candidate’s results and department averages for the same or (if necessary) similar courses. This should include the first question asked by all departments in the college. Also report the % of students
evaluating, comparing candidates % to department/college averages for the same or similar courses.

- Peer evaluations (based on classroom observations and a review of teaching materials)
- Teaching research/creative activities (if applicable)
  Included among statements concerning teaching effectiveness should be a discussion and evaluation of any involvement by the candidate in the development of new courses, the development of new teaching materials, contributions to professional societies concerned with pedagogy and learning, the use of creative teaching techniques. Creation of intellectual case studies and textbooks should be considered under the area of teaching, unless they have a significant research component that may warrant their being evaluated in the area of research. Participation in technical, professional, or scholarly societies appropriate to a candidate's academic discipline and public service related to the candidate’s academic expertise may also involve scholarship in the area of teaching.

- Advising. (Describe general departmental practice toward undergraduate advising).
  1) Undergraduate Advising. Average number of advisees per year (over past three years).
  2) Master’s Program of Study Committees (since last promotion)
     a. In progress:
        - Chair/major professor (list names of students)
        - Member of committee (list names of students)
     b. Completed:
        - Chair/major professor (list names of students and graduation date)
        - Member of committee (list names of students and graduation date)
  3) Ph.D. Program of Study Committees (since last promotion)
     a. In progress:
        - Chair/major professor (list names of students)
        - Member of committee (list names of students)
     b. Completed:
        - Chair/major professor (list names of students and graduation date)
        - Member of committee (list names of students and graduation date)

- Honors and awards for the candidate’s teaching/scholarship of teaching

C. Extension or Professional Practice (FH 5.3.2.2.3)
Provide an accounting of instances of a faculty member's extension and/or professional practice since the date of the most recent approved appointment or promotion and tenure action. Examples of these activities include teaching extension courses; preparing informational and instructional materials; conducting workshops and conferences; consulting; acquiring, organizing and interpreting information resources; engaging in clinical and diagnostic practices; participating in activities that involve professional expertise for appropriate technical and professional associations; and participation in technical, professional or scholarly societies appropriate to the candidate’s academic discipline and public service related to the candidate’s academic expertise. These activities may be local, statewide, regional, national or international in scope, and should be designated accordingly.

- Organizing and leading workshops, conferences and training programs.
- Giving advice and counsel to businesses.
• Presenting to major practitioner groups.
• Presenting to executive development programs.
• Serving in officer position in professional organizations.
• Serving as editor or editorial board member for journals.
• Serving as a referee for journals or conferences.
• Participating in professional meetings as chairperson, moderator, panel member or discussant.

D. Institutional Service (FH 5.3.2.2.4)
While service contributions cannot be the sole basis for a promotion and/or tenure recommendation, every faculty member is expected to be involved in institutional service, and each promotion and tenure recommendation must provide evidence of such contributions. These may include committee service at the departmental, college or university levels. It may also include international assignments on ISU projects that were not included in the extension or professional service category.
• Committee work at department, college, and university levels
• Positions held on regional, national, and international panels or committees; positions held in regional, national, and international professional organizations
• Public service; presentations, readings, panel participation at the local level
• Honors and awards for candidate’s service
**TAB 3: DEPARTMENT EVALUATIONS**

**Part 1: P&T Committee’s Report**

This section begins with a description of the preliminary review process in the department. This should be followed by the department’s evaluative synthesis of the candidate’s performance in all areas of position responsibilities statement. The evaluation of performance should consist of separate analyses of performance in each applicable domain (research, teaching, extension/professional practice, and institutional service), with particular emphasis on research scholarship.

### 3.1 Description of P&T Review Process in the Department

This summary briefly explains (1) selection of faculty members for review, (2) selection of faculty members to serve on the review committee, (3) voting eligibility, and (4) the department chair’s role in the departmental review process.

### 3.2 Assessment of Scholarship in Research/Creative Activity

Drawing on the materials in Tab 2 and the external reviews in Tab 5, the department is expected to evaluate the quantity, quality, impact and trajectory of scholarship. Wherever possible, submit documentation to support the evaluation and place candidate’s performance in a comparative framework. Although this narrative should include summaries of completed, current, and future scholarship, the evaluation should focus on both the quality and the quantity of scholarship. The criteria used should be appropriate to the promotion being considered.

Faculty members who engage in research/creative activities are expected to make original contributions that are appropriate to their chosen area of specialization. Documentation supporting a departmental evaluation of a candidate’s scholarship will vary among the different departments. In most disciplines within the college, evidence of research primarily consists of publication in refereed journals, scholarly books, and monographs. Other forms of dissemination of research results include oral presentations of such work to the academic community on campus, at other universities, and at regional, national, and international meetings. Invited lectures and papers presented, as well as requests to review and referee the scholarly work of others, are evidence of the individual's local, regional, national, and international reputation. Additional indicators of the quality or visibility of the research or creative activity may include reviews of the candidate's papers, books, performances and exhibitions; the candidate’s ability to attract external research funding; and citations of the candidate’s work by other scholars. Participation in or honors received from technical, professional, or scholarly societies appropriate to a candidate's academic discipline and public service related to the candidate's academic expertise might also be used to support the quality and national recognition of scholarship in the area of research or creative activity.

### 3.3 Assessment of Teaching, Extension/Professional Practice, and Institutional Service
Drawing on the materials presented in Tab 2, the department is expected to analyze the candidate's performance in position responsibilities and, wherever possible, submit documentation to support the evaluation and place candidate’s performance in a comparative framework. Evaluations should focus on the quality of performance as well as the quantity of work performed in each area.

When evaluating performance in teaching, student evaluations should be documented, compared to departmental norms, and factored into the evaluation. A synthesis and evaluation of student comments may be helpful, but do not include pages of verbatim student comments. Peer evaluation of teaching, including classroom observations and the review of teaching materials, may be used as an essential component in the evaluation of teaching.

3.4 Future Development and Prospects

Future development. Include an assessment of the candidate's prospects for future development and the basis for this assessment.

Programmatic contribution. A detailed programmatic justification (“role in the department and beyond”) is recommended for all tenure recommendations. Indicate how the present recommendation for the faculty member will continue to serve the missions of the department, the college, and the university. Identify specific programs in which the candidate has been, and will continue to be, involved.

3.5 Department P&T Committee’s Vote

Please record the committee vote in the evaluation memo with the following format:

# Yes _____  # No _____  # Abstain _____  # Absent _____

Part 2: Department Chair’s Recommendation

This section contains the evaluation and recommendation from the candidate’s department chair.

3.6 Chair’s Evaluation

The Chair’s evaluation should not simply be an advocacy letter for one position; rather, the evaluation should summarize the Chair’s critical analysis and weighting of the evidence for and against promotion in a manner that makes evident the thinking and rationale underlying the Chair’s recommendation, with particular emphasis on teaching and research scholarship.

3.7 Chair’s Recommendation

Yes _____  No _____

13
**TAB 4: COLLEGE EVALUATIONS**

**Part 1: College P&T Committee Evaluation**

**4.1 College P&T Committee’s Report**

This section consists of a statement written by the college P&T committee after committee members have completed individual review of P&T documents and taken part in deliberations followed by a secret ballot vote.

A. Similar to the process of the department P&T committee, the report begins with a description of the preliminary review process at the college level, which is followed by the committee’s evaluative synthesis of the candidate’s performance in position responsibilities and scholarship. The evaluation of performance in position responsibilities should consist of separate analyses of performance in each applicable domain (research, teaching, extension/professional practice, and institutional service).

B. College policy requires a vote of the College P&T Committee. The committee’s report must contain a clear recommendation to the dean and a record of the vote. Consistent with the university policy against double voting, representatives to the College P&T Committee do not vote at the college level in cases where the subject of the vote is from their department.

**4.2 College P&T Committee’s Vote**

*Please record the committee vote in the evaluation memo with the follow format.*

# Yes _____     # No _____     # Abstain _____     # Absent _____

**Part 2: Dean’s Evaluation**

**4.3 College Dean’s Report**

This section consists of a statement written by the college dean after receiving the department and college P&T committee recommendations, conducting a thorough review at the dean’s office level in conjunction with associate deans, and an individual review of all information received through The evaluation process.
**TAB 5: EXTERNAL EVALUATIONS**

The department committee selects five or six external reviewers. Two of the five or two or three of the six are selected from a list of at least four nominations submitted by the candidate. The candidate’s nominations shall include a brief summary of each individual’s qualifications for evaluating the candidate’s scholarship and any relationship with the candidate. Optionally, the candidate may submit with the nominations a list of up to three people who are not to be contacted as reviewers. It is expected that the external reviewers will be from peer institutions or better and that they are of an equal or higher rank than the candidate’s proposed rank (e.g., associate and full professors may review cases for promotion to associate professors, and full professors may review cases for promotion to professor).

5.1 List of External Reviewers

   A. Provide a brief statement explaining criteria for and method of selection.

   B. Indicate the reviewer’s relationship to candidate. Note that the university has very clear language about who should not be asked to serve as an external reviewer (e.g., major professors, members of dissertation committee, post-doc supervisors, and co-authors should not be used as external reviewers).

   C. Clarify which reviewers were suggested by the candidate and which by the department.

   It is required that you use the table from the Provost’s Office for tracking correspondence with external reviewers. *See below for sample log table.*

5.2 Sample Request Letter to Referees

   It is required that you use the college letter template to draft correspondence with external reviewers. *See below for the letter template.*

5.3 Letters of External Reviewers and Brief Biographical Summaries of Reviewers

   Please include only a brief biographical summary (one page maximum) for each external reviewer. Do not include the CV of each reviewer; simply retain the CV’s in the department for reference and include only the brief biographical summary in this section.
LOG OF EXTERNAL LETTERS RECEIVED FOR PROMOTION AND TENURE REVIEW

Candidate:  Name: ______________________________________

Title: __________________________________________

Action proposed:  Tenure  Promotion to:  Associate Professor  or  Professor

Part I:

<table>
<thead>
<tr>
<th>Reviewer Name &amp; Position</th>
<th>Current Institution</th>
<th>Nominated by:</th>
<th>Date Request Letter Sent</th>
<th>Date Letter Received</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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Part II:

<table>
<thead>
<tr>
<th>Please give a brief summary of the reason each of the evaluators was selected (significant publications, prominence as a teacher or extension specialist, leader in the field, award winner, prominent editor, etc.)</th>
<th>Association the evaluator has with candidate (none, met at conference, heard presentation at meeting, etc.)</th>
<th>Association the evaluator has with ISU (none, degrees, external review team, former faculty member, etc.)</th>
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Letter for Promotion to Associate Professor

(ON DEPARTMENT LETTERHEAD)

Dear ______________,

The Department of _________ in the College of Business at Iowa State University is considering the tenure and promotion of Assistant Professor _____________ to the rank of Associate Professor. Iowa State University requires that written evaluation be obtained from eminent professionals in the candidate’s field outside the university. Earlier you agreed to serve in this role and we are pleased to have your assistance as an external reviewer for the candidacy of ______________.

Iowa State University’s standards for promotion to Associate Professor with tenure require that a faculty member “have a solid academic reputation and show promise of further development and productivity” in his/her career. The enclosed excerpt from the ISU Faculty Handbook pertaining to promotion with tenure provides an elaboration on the criteria for promotion; you will note that our promotion and tenure evaluation centered on the faculty responsibilities outlined in the Position Responsibility Statement and on the production of scholarship, as defined in the first section of the excerpt. Note that the guidelines indicate that the candidate must demonstrate excellence in scholarship, be a significant contributor in his/her field, and exhibit a potential for national distinction. The candidate must be effective in all areas of his/her position responsibilities and show satisfactory institutional service. Your judgment about rate and quality of scholarly productivity (including teaching, research/creative activities, extension/professional practice), national visibility, national impact of the candidate’s work, and the influence of the candidate’s work on the work of other scholars are important for our review. We would ask that you carefully review the qualification for promotion and assess the candidate’s accomplishments and contributions based on the criteria for promotion.

All accomplishments and credentials of a faculty member are considered at Iowa State University in making a decision on promotion and/or tenure, but primary weight is given to accomplishments and attainments while in the current rank. In the case of ______________, he/she was appointed to his/her current rank in _______.

In addition, and as a part of your letter, please describe your relationship with ______________. This should include how long you have known the candidate, whether you have a personal or professional relationship with the candidate, and, in general, whether there is potential for conflict of interest. The existence of such relationships per se does not disqualify a person as an external reviewer, but disclosures are necessary.

Enclosed is ______________ dossier including the vita, faculty portfolio, selected supporting materials, and the Position Responsibility Statement to assist you in your review. Should you have any questions or require other information, do not hesitate to call me at your convenience.

Your name and those of other external reviewers and the verbatim content of the reviews shall not be made available to ______________. The contents of the reviews are regarded by the university as confidential to the extent permitted by law and shall be released only to those individuals who are authorized to review and make recommendations on ______________.

As a final request, I ask that you send with your review a copy of your current abbreviated vita so that others will have knowledge of your excellent credentials to place the review in context.

Again, I wish to thank you for your willingness to serve as an external reviewer for __________. Promotion decisions are critical for any department and university, and we appreciate your assistance on this matter. For your review to be included in the candidate’s review process, I ask that your evaluation be returned to me no later than ____________.

Sincerely,

Attachments: _______________
Letter for Promotion to Full Professor

(ON DEPARTMENT LETTERHEAD)

Dear ______________,

The Department of ________ in the College of Business at Iowa State University is considering promotion of Associate Professor ______________ to the rank of Professor. Iowa State University requires that written evaluation be obtained from eminent professionals in the candidate’s field outside the university. Earlier you agreed to serve in this role and we are pleased to have your assistance as an external reviewer for the candidacy of ______________.

Iowa State University’s standards for promotion to Professor require that a faculty member “be recognized by his/her professional peers within the university, as well as nationally and/or internationally, for the quality of the contribution to his /her discipline” in his/her career. The enclosed excerpt from the ISU Faculty Handbook pertaining to promotion with tenure provides an elaboration on the criteria for promotion; you will note that our promotion and tenure evaluation is centered on the faculty responsibilities outlined in the Position Responsibility Statement and on the production of scholarship, as defined in the first section of the excerpt. Note that the guidelines indicate that the candidate must demonstrate excellence in scholarship, be a significant contributor in his/her field, and exhibit a potential for national distinction. The candidate must be effective in all areas of his/her position responsibilities and show satisfactory institutional service. Your judgment about rate and quality of scholarly productivity (including teaching, research/creative activities, extension/professional practice), national visibility, national impact of the candidate’s work, and the influence of the candidate’s work on the work of other scholars are important for our review. We would ask that you carefully review the qualification for promotion and assess the candidate’s accomplishments and contributions based on the criteria for promotion.

All accomplishments and credentials of a faculty member are considered at Iowa State University in making a decision on promotion, but primary weight is given to accomplishments and attainments while in the current rank. In the case of ______________, he/she was appointed to his/her current rank in _______.

In addition, and as a part of your letter, please describe your relationship with ______________. This should include how long you have known the candidate, whether you have a personal or professional relationship with the candidate, and, in general, whether there is potential for conflict of interest. The existence of such relationships per se does not disqualify a person as an external reviewer, but disclosures are necessary.

Enclosed is ______________ dossier including the vita, faculty portfolio, selected supporting materials, and the Position Responsibility Statement to assist you in your review. Should you have any questions or require other information, do not hesitate to call me at your convenience.

Your name and those of other external reviewers and the verbatim content of the reviews shall not be made available to ______________. The contents of the reviews are regarded by the university as confidential to the extent permitted by law and shall be released only to those individuals who are authorized to review and make recommendations on ______________.

As a final request, I ask that you send with your review a copy of your current abbreviated vita so that others will have knowledge of your excellent credentials to place the review in context.

Again, I wish to thank you for your willingness to serve as an external reviewer for ___________. Promotion decisions are critical for any department and university, and we appreciate your assistance on this matter. For your review to be included in the candidate’s review process, I ask that your evaluation be returned to me no later than ______________.

Sincerely,

Attachments: _______________
TAB 6: FACULTY PORTFOLIO

This section should be a separate notebook and will be utilized by the department and college in their reviews. **These materials will NOT be forwarded to the Provost.** The faculty portfolio includes important and supplemental materials that provide a clear understanding of the candidate's accomplishments within scholarship and his or her areas of faculty activities (FH 5.3.2.1. through 5.3.2.2.4.). It may include representative scholarly materials that have been validated by peers. The section also includes material that documents peer recognition and impact of the candidate's scholarly accomplishments such as professional reviews, citation counts, use of scholarship by peers, and awards.
GENERAL INFORMATION

CONFIDENTIALITY

Deans and Department Chairs need to stress the importance of confidentiality in the review process. The department chair and the department P&T committee chair should be the only persons to offer feedback to the candidate about the review process. This feedback should not disclose the names of faculty who made specific points about the candidate. At the college level, only the Dean should convey information to the candidate.

Once the packet is completed, factual portions (Tabs 1, 2 and 6) will continue to be available to the candidate; the remainder is to be considered and treated as a confidential document.

PROMOTION AND TENURE REVIEW TIME-LINE

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 15</td>
<td>Candidate provides letter of intent to department chair and submits list of names of five external reviewers which includes a brief description of their relationship, if any, with each of the possible reviewers.</td>
</tr>
<tr>
<td></td>
<td>When candidates identify their own list of potential external reviewers, they must specify their relationship to each potential reviewer, (e.g. “I have served as an ad hoc reviewer for Reviewer X when she/he was editor of Journal X” or “professional contact at academic conferences.” It is generally not sufficient to state “no relationship.”)</td>
</tr>
<tr>
<td></td>
<td>Optionally, the candidate also may submit a list of up to three people in the field who will not be contacted as reviewers.</td>
</tr>
<tr>
<td>September 1</td>
<td>Personal statement, curriculum vitae, and faculty member portfolio submitted to department chair for departmental P&amp;T committee review.</td>
</tr>
<tr>
<td>September/October</td>
<td>Departmental reviews.</td>
</tr>
<tr>
<td>September 15</td>
<td>Letter and materials sent to external reviewers.</td>
</tr>
<tr>
<td>October 15</td>
<td>Receive letters from external reviewers.</td>
</tr>
<tr>
<td>November 10</td>
<td>Departmental and department chair reports to the Dean.</td>
</tr>
<tr>
<td>December 15</td>
<td>College P&amp;T committee submits report to the Dean.</td>
</tr>
</tbody>
</table>