

Date: March 6, 2009

To: Deans
Department chairs
Department promotion and tenure committee members
College of Design

From: College of Design Promotion and Tenure Committee
College of Design Faculty Development Council

Subject: Promotion and Tenure issues and recommendations for the College of Design

The College of Design Promotion and Tenure Committee has recently discussed issues related to promotion and tenure in the college and has developed recommendations to improve the review procedures. This report summarizes the issues and our recommendations. Some topics relate to the ISU Faculty Handbook and College of Design Governance Document. Other topics relate to best practices, which are not required, but are designed to minimize questions and delay in committee reviews. In addition, this report helps implement recommendations in section 3.4 of the Provost's *Guidelines and Best Practices for Promotion and Tenure Process*.

1. Candidate materials

Candidates and departments share the responsibility of developing complete and high-quality materials. Section IV.D.5 of the College of Design Governance Document lists the major components: vita, portfolio, and Position Responsibility Statements (PRSs).

Recommendation 1a. Include all versions of the PRS in effect during the period under review

Recommendation 1b. Clearly identify items that are peer-reviewed. Typically, these items are positioned toward the front of the vita in a section clearly labeled as peer-reviewed.

Recommendation 1c. Avoid duplication in the vita. List each item only once even if it can fit under multiple categories. If an item is republished, it may be listed again and identified clearly as a republication of earlier work.

Recommendation 1d. Within each section of the vita, list items chronologically and identify the year prominently. Items not from the period under review must be clearly identified as such.

Recommendation 1e. Clearly identify the candidate's role and contributions in all collaborative work.

Recommendation 1f. Include sections in the 25-page portfolio that include self-evaluation and reflection. Also, include descriptions of future activities for teaching, scholarship, and service.

Recommendation 1g. Examine past materials that provide positive examples and models. The Provost's office has a file of positive examples. A similar file could be developed by departments in the College of Design. Ask chairs and members of department and college committees to suggest models.

Recommendation 1h. Additions and deletions to each candidate's materials need approval by both the candidate and the department chair.

Recommendation 1i. Carefully edit and proofread the documents. Illogical organization, unclear writing, and errors in spelling and grammar reflect poorly on the candidate.

Recommendation 1j. Consult the Provost's *Guidelines and Best Practices for Promotion and Tenure Process* for additional information about the contents and organization of candidate materials.

2. External review letters

Recently, the Faculty Senate passed a new policy for the Faculty Handbook that allows candidates to submit a list of external reviewers who will not be asked to write an evaluation letter.

Recommendation 2a. Allow candidates to submit a list of up to three people in their field who are not to be contacted as reviewers.

Recommendation 2b. Make every effort to select reviewers who have expertise in the candidate's field of expertise. Evaluations from external reviewers who are not knowledgeable about the candidate's expertise rarely provide useful information.

Recommendation 2c. Include all external review letters received, even though the number may exceed the maximum of 6 letters (Faculty Handbook 5.3.3.1). Susan Carlson confirmed this in a recent Faculty Senate meeting.

3. Supporting materials from departments

The following recommendations highlight materials that have been quite helpful to our college committee in our evaluations of candidates' materials.

Recommendation 3a. As described in the Faculty Handbook (5.3.3.1), letters from department, college, and university colleagues may be important in the review. Include letters from the candidate's collaborators who can provide a specific evaluation of the candidate's qualifications. Letters that provide only general comments are not helpful in the evaluation process.

Recommendation 3b. Do not include letters from students.

Recommendation 3c. Include all student course evaluation results from question 21 (instructor's teaching effectiveness), question 22 (overall course rating), and all student written comments (without student names). For each course taught during the period of review, include the course number, semester, and mean rating, along with the department mean and college mean for the same semester. For each course, also include the course enrollment and number of respondents. Note in the portfolio or table footnote any special circumstances (for example, team teaching or study abroad). Student evaluation scores and comments for all courses must be kept on file by the department, in case they are needed.

Recommendation 3d. Include in the chair's letter an explanation of special circumstances in the candidate's appointment. Examples include joint appointments and extension or outreach appointments.

Recommendation 3e. In cases involving credit for prior service, include documentation (such as an appointment letter).

Recommendation 3f. In all tenure cases, include letters from the department chair and the department committees concerning the candidate's third year review.

Recommendation 3g. Provide a list of publication and presentation venues to candidates who emphasize the scholarship of teaching. Such a list should be provided early in the mentoring process.

Recommendation 3h. Send any late information as soon as it becomes available. The Faculty Handbook policy (5.2.4.2.7) allows late information to be added at any time as the case goes forward. Examples include acceptance of peer-reviewed presentations or publications.

4. Notifying candidates and committees

Faculty Handbook policies require several forms of notification for promotion and tenure cases.

Recommendation 4a. The department chair must notify the department committee of his or her recommendation at the same time the recommendation is forwarded to the dean (Faculty Handbook 5.2.4.2.4).

Recommendation 4b. The department chair must notify the candidate in writing before the department's recommendations are forwarded to the college (Faculty Handbook 5.2.4.2.5).

5. Schedule and deadlines

Because candidate materials have been finalized later and later the past several years, the college promotion and tenure committee has had less and less time to evaluate the cases before the due dates established by the Dean and the Provost. The increasingly late date that applications have been filed in the last few years is unacceptable because it does not allow the committee enough time to evaluate the cases properly. The following recommendations are intended to help candidates and departments prepare materials in a more timely way.

Recommendation 5a. Contact potential external reviewers during the spring semester to find out if they would be willing to provide a review at the end of the summer. Send them the candidate materials when they are finalized during the summer. This provides external reviewers more time to prepare their evaluations before fall semester begins and prevents a last-minute scramble if a reviewer declines.

Recommendation 5b. Meet collegiate deadlines established by the dean.

The outcome of these recommendations is to improve the quality of candidates' materials and improve the evaluation process. If you have questions, please contact your department representative listed below or Paul Anderson, committee chair.

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