

## PROMOTION REVIEW GUIDELINES

### I. Pertinent Sections of the *Faculty Handbook*

4.1.5.4.2 To qualify for promotion to or appointment as Professor, a person must have a continuing record of high achievement as teacher, scholar, and leader in the academic community. Decisions regarding promotions and appointments to Professor will acknowledge that because of professional and institutional circumstances, such candidates have some flexibility in establishing a sensible and productive balance among the three criteria. Factors for consideration may include an extended career of achievement or exceptional professional accomplishments, including accomplishments not in traditional academic venues. The following sections of the *Faculty Handbook* address the policies and procedures governing tenure and promotion:

- 4.1 - Faculty Members and Other Officers of Instruction
- 4.2 - Faculty Standards
- 4.3 - The Review Processes

II. Secure Spaces Sites will be set up for each candidate. One will include the complete promotion file and will be available to the candidate, the Departmental/Program Review Committee (DRC/PRC), and the Promotion, Tenure, and Review Committee (PTR). A second site will include the un-redacted external reviews and will be available to the DRC/PRC and PTR.

### III. Documentation Provided by the Candidate

#### A. List of External Reviewers (see 4.3.4.6.2)

**Due to Provost by April 2, 2018**

1. The candidate for promotion should e-mail to Emily Schneider (schneiea) a list of ten potential external reviewers who can offer expert and disinterested reviews of the candidate's work. This list contains the mailing address, phone number, and e-mail address of each reviewer. Also included should be a brief statement of the suitability, qualifications, and rank of the potential external reviewers, as well as their relationship, if any, to the candidate.

Co-authors, co-grantees, or dissertation supervisors may not be part of the list. (Persons excluded from being listed as potential external reviewers could be invited to write letters of support; see Section 4.3.4.7.) In general, however, a professional relationship with a potential external reviewer need not in and of itself disqualify a person from being on the list.

2. To provide members of the PTR with guidance in reviewing the list, the candidate should also e-mail a list of materials that will be submitted to the reviewers, a brief curriculum vitae, and a concise statement of area(s) of scholarly expertise.

*The candidate should not discuss with any actual or potential external reviewer his/her willingness to serve as a reviewer or the nature of these external reviews.* It will be the responsibility of the Provost to establish contact with potential reviewers, to ascertain their willingness to serve in that capacity, and to respond to any reviewer's questions about the process.

#### B. Materials for External Reviewers (see 4.3.4.6.3-5)

**Due to Provost by May 15, 2018**

The candidate provides four complete electronic sets (flash drives) of scholarly materials, including a complete curriculum vitae and a cover sheet listing the titles of materials being submitted for review. An additional flash drive should be provided to the Provost's Office.

The external reviews are submitted to the Provost by **August 6, 2018** and become part of the candidate's file. A reviewer's identity, title, and institutional affiliation will not be disclosed to the candidate, and a redacted version will be uploaded to the candidate's Spaces site. The candidate may respond in writing to the external reviews.

**C. List of Letter of Support Writers (see 4.3.4.7) Due to Department Head by May 1, 2018**

The candidate may prepare a list of persons having pertinent knowledge of any aspect of the candidate's work to be invited to write letters of support. This list is given to the Department Head who requests that the letters be submitted directly to the Provost for receipt no later than **August 6, 2018**.

**D. Materials for Review (see 4.3.5.3) Due to Department September 14, 2018**

The candidate will prepare the following materials and upload them to his/her Spaces site:

- Self-evaluation: The target length for the self-evaluation should be approximately 20 pages, single-spaced (see Section 4.3.4.1 for a description of the self-evaluation) - the self-evaluation should describe and explain the candidate's teaching, scholarship, and service, noting their significance to the College and the profession and to the candidate's developing career. The self-evaluation should address how the teaching, scholarship, and service meet the College and department standards. The candidate may include explanatory or amplificatory material that he/she considers relevant. In discussing scholarship, the candidate should note what part of his/her scholarly work was done while at Lafayette.
- Up-to-date curriculum vitae (see Section 4.3.4.2) - this document should include (among other things) the dissertation title, date, and adviser; a list of courses taught, honors projects, independent study projects, internships, and other teaching activities; a list of all publications and artistic works, conference presentations, and other scholarly activities; and a chronological list of service to the department, the College, and the profession.
- Portfolios of teaching, scholarship and service (see Sections 4.3.4.3 - 5)

The **teaching portfolio** is designed to help provide as full a picture as possible of the individual faculty member's teaching responsibilities, goals, strategies, achievements, and plans. The faculty member should include in the teaching portfolio:

- a record of sections of courses taught, with enrollments
- representative syllabi for all courses taught
- a sampling of course materials (e.g., assignments, exams, student work)
- a statement, including numbers, of academic advising responsibilities
- a list of consulting projects, when it can be demonstrated that such consulting enhanced teaching effectiveness.

The **scholarship portfolio** should contain copies of published work and other scholarly materials. The candidate may also provide supplementary information that he/she believes will enable the department and PTR to get a fuller picture of her/his scholarly/artistic achievements. Such information may include, for example, reviews of books or articles, listing of citations of her/his work, and references to awards.

The **service portfolio** may contain any materials that illustrate or amplify the listing of the service activities in the curriculum vitae. [Note: per Section 4.2.3, "Candidates for promotion to the rank of professor are also asked to demonstrate leadership."]

- Student evaluations (see section 4.2.1.1.2) - Student evaluations of teaching are to be considered by PTR as one of the important measures of a teacher's abilities in the classroom. Written comments submitted by students as part of the College-wide evaluation of teaching will be examined only upon written request of the candidate.

**IV. Materials Provided to Department Head (see 4.3.5.3.3 - 5) Due to Department September 14, 2018**

In order to facilitate the review of materials, and in order to ensure that the DRC/PRC and PTR have access to similar files assembled for review purposes, the Provost's Office will upload the following materials onto the candidate's Spaces site:

- List of potential external reviewers (see Section 4.3.4.6.2)

- List of materials sent to external reviewers
- Requests for letters of support and the letters of support (see Section 4.3.4.7)
- Letters of evaluation (if any) from other members of the Lafayette faculty, assessing the candidate's interdisciplinary teaching
- Professional Activities Forms
- Tenure and promotion review self-evaluation (if within 7 years)
- Tenure and promotion review letter from Departmental Review Committee (if within 7 years)
- Tenure and promotion review report from Promotion, Tenure, and Review Committee (if within 7 years)
- Four-year review self-evaluation (within 7-year period)
- Four-year review letter from Department Head (within 7-year period)
- Four-year review report from Provost (within 7-year period)
- Candidate's response to four-year review (if any)
- Sabbatical leave report(s)
- Student Evaluations

The candidate has the right to respond to any or all of the materials by memorandum to the file, and at the discretion of the candidate, some or all of such response(s) will be made available to members of the DRC/PRC. Once the candidate has had an opportunity to respond, the Provost will make the Spaces site accessible to the members of the DRC/PRC.

**V. Materials Provided by Department Head (see 4.3.6) Due to Provost October 8, 2018**

**Departmental Review Committee Evaluation and Recommendation**

Each member who is eligible to participate in the DRC is normally expected to participate fully.

If the DRC/PRC requests additional information, the request should be in writing. The candidate will be allowed to respond to any such additional information before the committee concludes its deliberations. All requests for additional information and responses (if any) from the candidate will be attached to the DRC/PRC's letter of evaluation and made part of the file.

The DRC/PRC will vote on a recommendation for tenure or promotion.

Following the DRC's deliberations, the Department Head prepares a letter detailing the committee's evaluation of the candidate, including divergent views, and summarizing the vote. This letter should include the signatures of those who participated in the meeting(s). The Department Head submits the letter to the Provost and provides copies to the candidate and to the members of the DRC.

**VI. Individual Letters of Evaluation (see 4.3.1.5 and 4.3.6.h) Due to Provost one week after submission of DRC letter**

Each member of the DRC/PRC should provide the Provost with an individual letter of evaluation and recommendation.

**VII. Materials to the Promotion, Tenure, and Review Committee (see 4.3.6, 4.3.7)**

The Provost adds to the Spaces site the letters from the DRC/PRC, the individual members, and any letters of evaluation submitted pursuant to 4.3.1.3.1. The candidate again inspects the file and, by memorandum to the file, has the right to respond to any or all of the materials. At the candidate's discretion, such response(s), or a subset of them, will be made available to the DRC/PRC. Once the candidate has had an opportunity to comment on the file, it is released to PTR. At that point, the Provost makes the individual letters from members of the DRC/PRC available for their information.

## STANDARD LETTER FROM PROVOST TO EXTERNAL EVALUATORS

Dear Professor \_\_\_\_\_:

Thank you for agreeing to serve as an external reviewer of Associate Professor \_\_\_\_\_ in the review of his/her candidacy for promotion to Professor in the Department of \_\_\_\_\_ at Lafayette College. Professor \_\_\_\_\_ has been a tenured associate professor in that department since \_\_\_\_\_.

I enclose materials that have been assembled by Professor \_\_\_\_\_ as evidence of his/her scholarly accomplishments and promise. As you review these materials, we ask you to keep in mind the context within which Professor \_\_\_\_\_ conducts his/her work. Lafayette College is an undergraduate institution with programs in liberal arts, sciences, and engineering. Scholarly activity and development are expected and highly valued but occur in an environment in which teaching is primary. It may also be useful to know that in some departments, particularly in the sciences and engineering, faculty members are expected to develop some part of their research program in such a way that undergraduates may participate in it.

This request is a standard element in our review process. Your report will form part of the record to be examined by the Faculty Committee on Promotion, Tenure, and Review, which includes faculty members from the humanities, social sciences, natural sciences, and engineering divisions. Because of the diversity of backgrounds of those on the Committee, external review by scholars from the candidate's discipline is particularly valuable.

To ensure consistency with other letters which have been solicited, it would be helpful if you would address the following points:

1. How important is the individual's scholarship?
2. Is it of high quality? Does it make a contribution to the field?
3. How does it compare to the work of others who are at a similar stage in their careers?
4. Does it show promise for continuing development?

You are being asked to evaluate only the scholarly record provided to you, not the candidate's teaching or service. Therefore, we request that you not make a specific recommendation with respect to the promotion of Professor \_\_\_\_\_.

In accordance with Lafayette policy, candidates are provided access to external review reports. However, it is normally expected that candidates will not see any identifying information, such as external reviewers' names, titles, or institutional affiliations. Therefore, we request that you send your review on a page (or pages) separate from any cover letter that may accompany it. Only the review itself will be made available to the candidate. Your full review, including identifying information, will be made available to the full professors in the candidate's department and to the Promotion, Tenure, and Review Committee to assist them in their evaluation.

Please submit your report to me as soon as possible but no later than August 6, 2018, so that the Committee will have time to consider it. The materials which are enclosed need not be returned to me and are yours to dispose of as you wish.

Thank you for your willingness to assist us.

**SAMPLE DEPARTMENT HEAD REQUEST FOR LETTERS OF SUPPORT**

NOTE: Candidate may provide Department Head with a list of individuals to be invited to write letters of support. Department Head should send Provost a copy of this list with a sample of his/her letter of request. Neither the candidate nor the Department Head should request letters from departmental colleagues of equal rank, from members of PTR who will be serving on this case, or from individuals on list of external evaluators.

***Signed, hard copies of these letters should be mailed directly to the Provost. Letters received after the due date will not be included in the candidate's file.***

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Dear \_\_\_\_\_:

Professor \_\_\_\_\_ will be considered this year for promotion to Professor in the Department of \_\_\_\_\_ at Lafayette College. The Faculty committee that is charged with providing recommendations to the President on such matters asks that as much pertinent information as possible regarding the candidate be provided for review. The Committee is particularly interested in comments on teaching competence, scholarly activity, professional growth and development, and service to the College and to the profession.

Since you have knowledge of Professor \_\_\_\_\_ as a scholar/colleague/etc. **OR** Since you have been a student of Professor \_\_\_\_\_, you are invited to contribute your comments regarding any of the above areas on which you feel qualified to comment. You are not being asked to make a specific recommendation with respect to the promotion of Professor \_\_\_\_\_.

A signed, hard copy of your letter must be received by the Provost **no later than August 6, 2018:**

Dr. S. Abu Turab Rizvi  
Provost  
219 Markle Hall  
Lafayette College  
Easton, PA 18042-1768

In accordance with Lafayette policy, candidates are provided access to any and all letters commenting on his/her candidacy and such letters will be made available to the full professors in the candidates department and the Promotion, Tenure, and Review Committee. Therefore, your letter should indicate that it may be shared with Professor \_\_\_\_\_, the full professors in his/her department, and the Committee.

We recognize the time and effort required in responding to requests such as this and extend our thanks in advance for your assistance.

### 4.3.3 The Timeline

The following table represents the approximate dates for receipt and distribution of review materials. The Provost will announce the specific dates each year. The dates are intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety. [Rev. 11-9, Board, Feb. 14, 2012, 11-9]

DH = Department Head [Rev. 11-9]

DRC = Departmental Review Committee [Rev. 11-9]

Materials listed are to be provided by the candidate except as otherwise noted. [Rev. 11-9, 14-36]

	<b>Tenure w/o Promotion and Promotion to Professor</b>
To Provost: List of External Reviewers	April 2
To DH: List of Individuals Invited to Write Letters of Support	May 1
To Provost: Materials for External Evaluators	May 15
To Provost: Letters from External Reviewers	August 6
To Provost: Letters from those invited to write Letters of Support	August 6
To Provost: Letters evaluating candidate's interdisciplinary teaching	August 6
To DH from Provost for DRC: Candidate's Materials for Review	September 14
To DH from candidate: Materials for review	September 14
To Provost from DH: DRC Evaluation and Recommendation; Candidate's Materials for Review	October 8
To Provost from DRC Members: Individual Letters of Evaluation	One week after submission of DRC letter