

## **TENURE AND PROMOTION REVIEW GUIDELINES**

**NOTE:** The following guidelines are meant to provide helpful information but do not, in any way, supersede the policies and procedures in the *Faculty Handbook*. All queries, and materials for the Office of the Provost, should go to Marlene Vant Hoogt, Academic Affairs Manager at [vanthoom@lafayette.edu](mailto:vanthoom@lafayette.edu). Please see the timeline at the end of the document for all pertinent deadlines.

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

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. Documentation Provided by the Candidate**

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

1. The candidate for tenure and/or promotion should email Marlene Vant Hoogt ([vanthoom@lafayette.edu](mailto:vanthoom@lafayette.edu)) a list of ten potential external reviewers already vetted through the Department Head/Program Chair (DH/PC) who can offer expert and disinterested reviews of the candidate's work. This list contains the mailing address, phone number, and email 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 Case Committee with guidance in reviewing the list, the candidate should also email Marlene a brief curriculum vitae, a description (no more than one page) of the nature of the candidate's scholarship, and a list of materials (also vetted through DH/PC) that will be submitted to the reviewers.

The candidate should not discuss with any actual or potential external reviewer their willingness to serve as a reviewer or the nature of these external reviews. It will be the responsibility of the Office 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. List of Letter of Support Writers (see 4.3.4.7)**

The candidate may prepare a list of persons (for example, students who have graduated, colleagues outside the candidate's department/program, scholars, and/or members of the local community) having pertinent knowledge of any aspect of the candidate's work to be invited to write letters of support. Please see who may not write a letter of support (Section 4.3.4.7.2). This list is given to the DH/PC who invites the persons to submit letters directly to [PTR@lafayette.edu](mailto:PTR@lafayette.edu) for receipt no later than **July 15, 2027**. The candidate should not solicit letters of support.

#### **C. Materials for External Reviewers (see 4.3.4.6.3-4.3.4.6.5)**

The candidate, with the advice of the DH/PC, selects the material to be submitted for external review. (See *Faculty Handbook* Section 4.3.4.6.3 for examples of materials for reviewers.) Candidates submit their scholarly materials, which will include a complete and up to date CV, a description (no more than one page) of the nature of the candidate's scholarship, and a cover sheet listing the titles of materials being submitted for review to Marlene Vant Hoogt via a Google folder.

The external reviews are submitted to the Office of the Provost (vanthoom@lafayette.edu) by July 15, 2027, 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 online portal. The candidate may respond in writing to the external reviews.

#### D. Materials Provided by Candidate (see 4.3.5.3)

The candidate will prepare the following materials and upload them to the online portal:

- Self-Evaluation: The self-evaluation should be no more than 20 pages, and can be fewer than that (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 the candidate considers relevant. In discussing scholarship, the candidate should note what part of their scholarly work was done while at Lafayette.

For the self-evaluation, faculty are also welcome to share information about extraneous circumstances that have impacted their tenure and promotion cases, including but not limited to COVID-19, federal grants funding and travel impacts. As is stated in the beginning of Section 4.2 of the *Faculty Handbook*: "As the COVID-19 pandemic has impacted every faculty member's professional and personal life, candidates for tenure and promotion are invited and encouraged, though by no means obliged, to describe and clarify in their self-evaluation the circumstances under which they endeavored to make progress."

- 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 and scholarship and annotated service list (see Sections 4.3.4.3-4.3.4.5)

The **teaching portfolio** is designed to help provide a clear and accurate 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. a record of sections of courses taught, with enrollments
- b. representative syllabi for all courses taught
- c. a representative sampling of course materials that exemplifies the faculty member's teaching, particularly in relation to the College's teaching standards, rather than a comprehensive collection
- d. a statement, including numbers, of academic advising responsibilities
- e. 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 the candidate believes will enable the department/program and PTR to get a fuller picture of the candidate's scholarly/artistic achievements. Such information may include, for example, reviews of books or articles, listing of citations of the candidate's work, and references to awards.

The **service list** should contain a record of the candidate's service activities accompanied by dates and a very brief description of the nature of the candidate's particular contributions.

#### III. Materials Provided by the Office of the Provost (see 4.3.5.3.3)

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 Office of the Provost will upload the following materials to the candidate's online portal:

- List of materials sent to external reviewers
- Redacted versions of external reviews and candidate's response (if any) (Unredacted versions of external reviews are uploaded to a separate online portal site accessible to the DRC/PRC and PTR)
- 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
- Classroom observation summaries
- Department/Program Scholarship Guidelines
- Post-midterm conference report and response (if any)
- Midterm review DRC/PRC letter, PTR report, and response (if any)
- Research leave report
- A summary of the numerical medians and the aggregated numerical responses for each course's student evaluations.
- The comments on the course evaluation form submitted by students as part of the College-wide evaluation of teaching will be included in the file only upon written request of the faculty member being evaluated. If the candidate releases them, student comments from the previous six semesters (excluding leaves) will be included for tenure candidates.

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. The comments on the course evaluation form submitted by students as part of the College-wide evaluation of teaching will be included in the file only upon written request of the candidate.

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 and has authorized the release of the file, the Office of the Provost will make the online portal site accessible to the members of the DRC/PRC.

#### **IV. DRC/PRC Evaluation and Recommendation (see 4.3.6)**

Each member who is eligible to participate in the DRC/PRC 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 additional information and responses (if any) from the candidate will be made part of the file.

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

Following the DRC/PRC's deliberations, the DH/PC prepares a letter detailing the DRC's/PRC'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 DH/PC submits the letter to the Office of the Provost (vanthoom@lafayette.edu), with copies to the candidate and to the members of the DRC/PRC.

#### **V. Individual Letters of Evaluation (see 4.3.1.5 and 4.3.6)**

Each member of the DRC/PRC should provide the Office of the Provost (vanthoom@lafayette.edu) with an individual letter of evaluation and recommendation. Such letters are due a week after the DRC's/PRC's letter has been submitted.

#### **VI. Materials to the Promotion, Tenure, and Review Case Committee (see 4.3.6)**

The Office of the Provost adds to the online portal the letter from the DRC/PRC, the individual letters from the members of the DRC/PRC, and any letters of evaluation submitted pursuant to 4.3.1.3.1. The candidate shall again inspect the file and, by memorandum to the file, has the right to respond to any or all of the materials in the file. 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 and has authorized the release of the file,

it is released to the candidate's PTR Case Committee. At that point, the Office of 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 X:

Thank you for agreeing to serve as an external reviewer of Assistant Professor X in the review of Professor X's candidacy for promotion to Associate Professor in the Department of X at Lafayette College.

I enclose materials that have been assembled by Professor X as evidence of the candidate's scholarly accomplishments and promise. As you review these materials, we ask you to keep in mind the context within which Professor X conducts their 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.

Note that as a result of Lafayette's teaching focus, the COVID-19 pandemic significantly affected teaching responsibilities and meaningfully reduced time for scholarship during the period from the Spring 2020 semester through the Spring 2023 semester.

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? Specifically, considering the nature of Lafayette College described above, how would you compare Professor X's achievements to those of other scholars in the discipline who are at a similar stage in their careers?
4. Does it show promise for continuing development?

You are not being asked to make a specific recommendation with respect to the tenure of Professor X.

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 tenured members of the candidate's department/program 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 July 15, 2026, 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/PROGRAM CHAIR REQUEST FOR LETTERS OF SUPPORT

NOTE: Candidates may provide the DH/PC with a list of individuals to be invited to write letters of support, for example, former students who have graduated/no longer attend Lafayette, colleagues outside the candidate's department/program, scholars, and/or members of the local community. Please see who may not write a letter of support (section 4.3.4.7.2). The candidate should send Marlene Vant Hoogt a copy of the list to provide updates to the candidate and DH/PC.

***DH/PC's should direct those writing letters of support to email them directly to PTR@lafayette.edu. Letters received after the due date will not be accepted for the candidate's review file. Candidates should not solicit letters of support.***

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

Professor \_\_\_\_\_ will be considered this year for promotion to Associate Professor with continuous tenure in the Department/Program 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 tenure and promotion of Professor \_\_\_\_\_.

Your letter must be sent by email **no later than July 15, 2027** to PTR@lafayette.edu.

In accordance with Lafayette policy, candidates are provided access to any and all letters commenting on their candidacy and such letters will be made available to the tenured members of the candidate's department/program and the Promotion, Tenure, and Review Committee. Therefore, your letter should indicate that it may be shared with Professor \_\_\_\_\_, the tenured members of the department/program, and the Promotion, Tenure, and Review 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 dates for receipt and distribution of review materials.

DH/PC = Department Head/Program Chair

DRC/PRC = Departmental Review Committee/Program Review Committee

Materials listed are to be provided by the candidate except as otherwise noted. All materials for the Office of the Provost should be sent to Marlene Vant Hoogt, Academic Affairs Manager.

|                                                                                                                                                   | <u><b>Tenure</b></u>                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| <u>Due to the Office of the Provost:</u><br>Formally notify Provost if faculty member wishes to come up for tenure review and/or promotion review | <b>December 15, 2026</b>                           |
| <u>Due to Office of the Provost:</u><br>1-CV,<br>2-Scholarship Description<br>3-List of Suggested External Reviewers<br>4-Materials List          | <b>January 25, 2027</b>                            |
| <u>Due to both DH/PC and Office of the Provost:</u><br>List of Individuals Invited to Write Letters of Support                                    | <b>March 26, 2027</b>                              |
| <u>Due to the Office of the Provost:</u><br>Final Revised Materials for External Reviewers                                                        | <b>March 26, 2027</b>                              |
| <u>Due to the Office of the Provost:</u><br>Letters from External Reviewers                                                                       | <b>July 15, 2027</b>                               |
| <u>Due to the Office of the Provost:</u><br>Letters from those invited to write Letters of Support                                                | <b>July 15, 2027</b>                               |
| <u>Due to the Office of the Provost:</u><br>Letters evaluating candidate's interdisciplinary teaching (if applicable)                             | <b>July 15, 2027</b>                               |
| Candidate Formally Releases File to DRC/PRC                                                                                                       | <b>August 12, 2027</b>                             |
| <u>Due to the Office of the Provost:</u><br>DRC/PRC Evaluation and Recommendation Letter                                                          | <b>September 15, 2027</b>                          |
| <u>Due to the Office of the Provost:</u><br>DRC/PRC Individual Letters Due                                                                        | <b>One week after submission of DRC/PRC letter</b> |