

# **GUIDELINES FOR AWARDING TENURE AND PROMOTION TO ASSOCIATE PROFESSOR**

*College of Arts and Sciences*



Boise State University

*Effective July 1, 2008*

**BOISE STATE UNIVERSITY**  
**College of Arts and Sciences**  
**Guidelines for Tenure and Promotion to Associate Professor**

**July 2008**  
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**Subsection IV.D modified September 2009)**

**I. Scope of Guidelines**

These guidelines specify criteria and procedures for the College of Arts and Sciences and apply to faculty whose initial contract dates are on or after July 1, 2008. They govern both the awarding of tenure and promotion to Associate Professor. Guidelines and procedures for promotion to Professor are covered in a separate document.<sup>1</sup> Candidates hired under previous guidelines (i.e. candidates with initial contract dates prior to July 1, 2008) may specify which guidelines they wish to have applied to their applications for tenure and promotion to Associate Professor.

**II. Philosophy and Applicable University Policies**

These guidelines are consistent with those outlined in University policy (BSU 4370 and BSU 4340) but are more specific, providing guidance for 1) individual faculty members, 2) Departments within the College, and 3) the College's Tenure and Promotion Committees. Individual Departments shall specify further criteria, emphasizing meaningful, transparent standards that are specific to their disciplines and to their programs. Committees, Departments and candidates are urged to become acquainted with all pertinent documents.

- A. Both tenure (a condition of presumed continuous employment) and promotion to Associate Professor are to be awarded in recognition of a faculty member's achievements in a field or discipline and in the conviction that the faculty member will continue to work productively.
- B. Candidates will be evaluated in the three areas specified in the University's workload policy (BSU 4560) and in the University's policies governing tenure and promotion:
  - Teaching
  - Research: Scholarly or Creative Activity
  - Service

All parties are encouraged to regard these three areas as interrelated and to keep in mind the College's mission, which emphasizes both "excellence across the broad area of liberal arts education and research" and "engaging students, faculty, and the surrounding community in artistic, cultural, and intellectual inquiry."

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<sup>1</sup> Candidates applying simultaneously for tenure and promotion to Associate Professor need to submit only one T&P folder. Standards for promotion to Professor are spelled out in the COAS Guidelines for Promotion to Professor.

- C. BSU 4340 specifies that candidates will be advanced for promotion only when their records clearly demonstrate outstanding performance and commitment to teaching and scholarly activities; these two criteria represent the most significant elements of the faculty's mission at Boise State. Service, although expected of every candidate, cannot be considered in place of or substituting for teaching and scholarly activities.

A faculty member's professional record will be reviewed as a whole, according to individual assigned work loads, which may be weighted more heavily in one area than another. A candidate might demonstrate superior performance in a particular area. All candidates, though, must demonstrate appropriate achievements, as determined by Department standards, in all three areas. Superior performance in one area does not compensate for unsatisfactory performance in another. While prior accomplishments will be recognized, emphasis shall be on activities conducted during the candidate's Boise State employment.

- D. In the College of Arts and Sciences, faculty *must* apply for promotion to Associate Professor in the same year they apply for tenure. Candidates prepare a single portfolio that serves as application for both tenure and promotion. Dates and deadlines for submitting materials are the same for both tenure and promotion.
- E. In accordance with BSU 4370 and BSU 4340, faculty are eligible to apply for tenure and promotion following the expiration of a probationary period, typically four (4) to five (5) years. Faculty *may* apply during the fall of their fifth year; they *must* apply during the fall of their sixth year. Credit for prior service as negotiated at time of appointment according to University policy (BSU 4370 and 4340) may shorten the probationary period for tenure and promotion, but application for tenure and promotion may be made no earlier than during the candidate's third full year of employment at Boise State except under extraordinary circumstances.

Guidelines for requesting an extension of the pre-tenure period are included in BSU 4370. In cases of extension, a reduction in professional activity during the period of the extension shall not prejudice a subsequent contract renewal decision. A faculty member in probationary status more than the standard four or five years because of extensions will be evaluated as if the faculty member had been on probationary status for the standard four or five years.

- F. Candidates for tenure and promotion should consult their department guidelines for required dates and deadlines. Completed applications are due to the Office of the Dean in October. A full list of College and University dates and deadlines is included in this document under the section on Institutional Review and Procedures.

### III. AREAS OF EVALUATION

#### A. Teaching

Teaching and advising are critical roles of faculty in the College of Arts and Sciences. Candidates may be tenured and promoted only when there is clear evidence of strong teaching and advising, and solid indications that success will continue and expand.

1. The term *teaching* is broadly defined and includes activities both inside and outside the classroom that support and meaningfully assess student learning and development. Effective teaching is characterized by qualities such as up-to-date knowledge of the subject; interest in the subject; clear, organized classroom presentation; ability to inspire students; maintenance of an appropriate classroom atmosphere; thoughtful design and development of courses; willingness to be current in the use of appropriate technology; responsible grading; clear and willing responses to students; and availability for out-of-class student assistance. Department annual tenure progress review procedures shall be designed to assess such qualities.
2. Teaching typically includes offering courses, seminars, field experiences, and workshops through University entities. Additional teaching activities are defined by the department and may include the following:
  - a. offering non-credit seminars and workshops
  - b. advising and mentoring undergraduate and graduate students by providing guidance on academic programs, student clubs, honors societies, graduate school applications, and the like
  - c. involving undergraduate and graduate students in faculty scholarly and creative activities
  - d. directing undergraduate and graduate scholarly and creative activities (exhibitions, performances, field experiences, internships, theses, dissertations, independent studies, honors projects, service learning, and the like)
  - e. serving on master and doctoral committees
  - f. contributing to curricular development, interdisciplinary programs, and collaborative learning projects
  - g. studying curricular, mentoring, and pedagogical issues; sharing the information with others; and incorporating findings into instructional and advising programs
  - h. receipt of grants in support of teaching and/or curriculum development
3. Candidates should submit selected but comprehensive evidence of their teaching activities and should remember the University's commitment to engaging students in community-based learning, integrating theory and practice, and integrating teaching and research.
4. Departments should employ multiple methods of continuous assessment of pre-tenure faculty and should systematically gather multiple sources of information.

Departmental assessment should accommodate individual differences in teaching style and should allow for reliable, objective peer observation and evaluation. At least one member of the Department tenure and promotion committee shall observe and evaluate the candidate's teaching each year. Additional evaluations may be solicited from other members of the Department or through the Center for Teaching and Learning. Evaluations should be based on familiarity with specific aspects of the candidate's teaching, not on hearsay.

5. Each department may establish a faculty committee to implement a rating instrument for student evaluations that is responsive to the unique needs of the department. In accordance with BSU 4300, however, all faculty members must be evaluated by students in their classes a minimum of once per academic year. For purposes of tenure and promotion, faculty may choose not to include evaluations conducted for classes outside their normal teaching loads.

### **III. AREAS OF EVALUATION, cont.**

#### **B. Research: Scholarship and Creative Activity**

1. The College of Arts and Sciences includes a community of scholars and artists who use varied modes of inquiry and communication to engage in artistic, cultural, and intellectual inquiry. Successful candidates for tenure and promotion to Associate Professor must demonstrate substantive achievements in research (which covers both scholarship and creative activity), and there must be clear indications that success in research will continue and expand.
2. Measures of excellence in research remain important and vary from discipline to discipline. Departments shall develop appropriate methods of assessing research and should regularly review their guidelines with the aim of producing a document that reflects a comprehensive and up-to-date understanding of research and methods of evaluation. Department guidelines should provide both candidates and the College committees with clear indications of research expectations for tenure and promotion in their programs, and of how the discipline evaluates research activities. (How, for example, does the discipline factor in things like peer-review, competitive grant awards, invited presentations, juried exhibitions, venue, status as principal investigator, work in new media, etc?) Departments are encouraged to recognize candidates' cultural and intellectual exchange with the community and their integration of research with teaching and learning.
3. Candidates shall be evaluated in light of Department standards, assigned work load, and support provided by the institution. Research activities may be either individual or collaborative and may (depending on Department guidelines) include the following:
  - a. publication of books, monographs, articles, chapters, and creative writing
  - b. presentations in new media
  - c. performances, exhibitions, master classes and readings
  - d. translations, editorial work, and substantive book reviews
  - e. collaborative research efforts that involve community or other external partners
  - f. practical application of research activities
  - g. publication within the scholarship of teaching and learning
  - h. receipt of external funding, grants or awards
  - i. presentation of research at scholarly conferences
  - j. receipt of patents or contracts
  - k. professional consulting or adjudicating

### **III. AREAS OF EVALUATION, cont.**

#### C. Service Activities

1. In accordance with University policy (BSU 4340), the College of Arts and Sciences recognizes three areas of Service:
  - Professional Service in the Discipline
  - Institutional Service
  - Public or Community Service
2. Candidates must demonstrate a record of sustained, effective service and explain in their tenure and promotion portfolios how that service is related to University, College or Department goals.
3. The College recognizes that some forms of Service (Community Engagement work, for example, and Service Learning) blur the traditional distinctions between Teaching, Research, and Service. Candidates are advised to make certain that their portfolios are not needlessly repetitive, and to provide in their portfolios clarifications of the connections between Service and other areas of evaluation. Departments should offer guidance on appropriate categories for particular activities.
4. Departments should afford pre-tenured faculty an opportunity to serve on important committees that enlarge their understanding of Department, College, and University values and procedures. Departments are encouraged to avoid committing pre-tenured faculty to a level of service that interferes with development of teaching skills and development of substantive research, but the College recognizes that small departments may be obliged to require a higher service load of their pre-tenured faculty.
5. Professional Service to the Discipline includes contributions to discipline-related organizations at the local, regional, national, and international levels. Such activities may include the following:
  - a. holding office in a professional organization, organizing conferences or sessions, chairing sessions
  - b. editorial or referee activities undertaken in the context of work done by professional organizations or by other academic institutions (for example, editing a professional journal; serving as external reviewer for promotion, tenure, or scholarship applications; administering cyberinfrastructure; preparing educational or popular media materials aimed at a broad audience)
  - c. adjudicating performances or exhibitions for national or professional organizations
6. Institutional Service may include administrative, committee, student recruitment and advising work done on the Department, College, and University levels.

7. Public or Community Service may include work that grows out of institutional programs and has the potential for positive effects on the community, the region, or beyond. Public or Community Service activities may include the following:
  - a. community engagement activities that involve the candidate in partnerships with the community (for example, jointly developed, financed, and administered projects that address issues of mutual concern and contribute to regional growth and development)
  - b. consulting work (paid or unpaid) that benefits the University or the discipline
  - c. community outreach (for example, discipline-related work in public education or awareness; referee work for community museums, galleries, publications, or competitions; discipline-related work with local schools; serving on local task forces or boards)
  - d. community-based Service Learning projects that are not listed under the Teaching section



## **IV. PROCEDURE**

### **A. Annual Tenure Progress Review**

1. Each department shall establish a procedure and committee for an annual written Tenure Progress Review, designed to help pre-tenure faculty members assess progress in teaching, research, and service. The Review should recognize areas of strength and suggest improvements. It shall be cumulative in nature, reflecting total progress toward tenure and promotion. Departmental procedures shall be in writing and must be approved by the Dean.
2. The annual written Tenure Progress Review shall be separate from the Department Chair's written review, unless an exception is approved by the Dean. The Tenure Progress Review committee shall elicit broad-based involvement by the Department's tenured faculty.
3. Tenure Progress Review procedures must observe the guidelines below. Individual Departments may develop additional requirements.
  - a. BSU 4320 provides that only tenured faculty may serve on the Department Tenure Progress Review Committee.
  - b. Peer review of teaching, including classroom observation by at least one committee member, shall occur on an annual basis, and results shall be included in the annual tenure progress review letter.
  - c. The Department Tenure Progress Review Committee shall meet with the candidate annually to evaluate progress and discuss a draft of the annual tenure progress review letter.
  - d. The Department Tenure Progress Review Committee shall finalize the annual tenure progress review letter, addressed to the candidate and copied to the Department Chair and to the Dean. The letter shall be signed by the Departmental committee members, and the faculty member shall sign to acknowledge receipt. The letter shall be placed in the candidate's tenure and promotion portfolio. The candidate may draft a response letter to the Department committee, with a copy to the Department Chair and to the Dean. The candidate's letter shall also be included in the tenure and promotion portfolio.
4. Ultimate responsibility for meeting qualifications for tenure and promotion rests with the candidate.

### **B. Eligibility for Tenure**

Faculty members become eligible to apply for tenure and promotion during the fifth year of service on the Official Faculty. All members of the Official Faculty must apply for tenure and promotion no later than the sixth year of eligible employment at Boise State. Exceptions to this timeline (Credit for Prior Service and Extension of the Tenure Probationary Period) are described in BSU-4370. It is the responsibility of the candidate

to become familiar with Department, College, and University policies related to tenure and promotion.

C. Application for Tenure and Promotion

Each Department shall establish a written procedure for reviewing applications for tenure and promotion, and for recommending the awarding or denial of tenure and promotion. Department procedures shall be approved by the Dean and distributed to all tenure-track faculty upon hire.

D. Tenure and Promotion Portfolio – modified September 2009 to incorporate new requirements by Provost:

Binder #1 (forwarded to Provost with College Committee Recommendation)

1. Curriculum Vitae, including full bibliographic citations for publications and pertinent information regarding exhibitions, presentations, and performances.
2. Annual evaluations by the Department Chair accompanied by the annual faculty member's statements for all years of employment at Boise State.
3. All Department tenure and promotion committee evaluations completed during the candidate's employment at Boise State.
4. Recommendation of Department tenure and promotion committee.
5. Recommendation of Department Chair.
6. Recommendation of College tenure and promotion committee (prepare tab for later insertion).
7. Recommendation of College Dean (prepare tab for later insertion).
8. Summary of official student teaching evaluations for all courses for at least the last three academic years; do not include individual evaluation forms. If the student evaluations are quantitative in nature (i.e., students are asked to give numeric scores to a series of evaluative questions), then the average scores to each question for each course evaluation are sufficient. For courses in which student evaluations are solely qualitative (i.e., prose only without numeric scoring), then a summary of such evaluations by the department chair and/or department tenure and promotion committee is required.
9. Peer teaching evaluations (from classroom visits).
10. A tab where two or three letters from external experts in the candidate's field will be added. Letters from external experts shall be solicited by the Department Chair and added after the candidate has submitted the portfolio. External evaluations are held in confidence. Only the committees and individuals directly responsible for decisions of tenure and promotion will have access to the external letters. The candidate is not told who has written these letters, which are provided to the candidate, only if the University is legally required to do so. (See Appendix C of **College of Arts and Sciences Guidelines for Tenure and Promotion to Associate Professor**).

Binder #2 (retained in the Dean's office until a final decision is made by the Idaho State Board of Education)

11. Cover letter by candidate that provides context for the materials included in the portfolio.
12. Tenure Information Sheet (see Appendix A of **College of Arts and Sciences Guidelines for Tenure and Promotion to Associate Professor**).
13. Copy of Letter of Appointment, including information about any credit given for prior service.
14. Copy of Department guidelines outlining expectations for tenure and promotion.
15. All self-evaluations that are required by the Department.
16. Evidence of Teaching Effectiveness and Commitment to Teaching.  
University Promotion Guidelines (Policy 4340) require inclusion of specific evidence about teaching. Candidates should be certain that their portfolios respond to that policy. Department Chair evaluations and peer evaluations (items 2 through 5 and item 15 above) should specifically address Teaching Effectiveness and Commitment to Teaching. In addition, candidates should include evidence of the following:
  - a. Teaching Effectiveness
    - i. All student evaluations for all courses in the candidate's normal teaching load evaluated during the previous three academic years (all evaluations in the case of early consideration).
    - ii. Reports of efforts to increase teaching effectiveness: for example, through use of innovation in teaching design, learning activities, or technology use.
  - b. Commitment to Teaching
    - i. Flexibility in accepting teaching assignments.
    - ii. Continuing professional development: for example, participation in teaching conferences and workshops, development of technology skills pertinent to teaching, or visiting comparison institutions.
    - iii. Academic advising or other services to teaching and students above and beyond classroom instruction.
17. Evidence of Research/Creative Activity
18. Evidence of Effectiveness and Commitment to Service
  - a. Service to the Department
  - b. Service to the College
  - c. Service to the University
  - d. Professional service
  - e. Community service

Binder #3 (optional)

If the candidate's Department guidelines for promotion and tenure require any materials not mentioned above, those materials shall be placed in a third binder. The candidate has the option (consistent with Department guidelines and policies) of providing additional documentation in the third binder that he or she wishes to present to the College

promotion and tenure committee. Binder #3 shall be retained in the Dean's office until final decision is made by the Idaho State Board of Education.

#### IV. PROCEDURE, cont.

##### E. Department Review

Once the deadline for submitting materials to the Department has passed, additional items may be added only in accordance with Department guidelines. Letters from external evaluators shall be added by the Department Chair at the tab prepared in accordance with #12 above. Candidates will not have access to the portfolio until it is returned to the Department Chair at the conclusion of the entire review process.

Following review of the portfolio according to Department guidelines, the Department tenure and promotion committee must submit to the Department Chair a recommendation to grant or to deny tenure and promotion. Upon receipt of this recommendation, the Department Chair shall make his or her own recommendation and forward to the candidate copies of both recommendations. Each of these documents shall also be included in the candidate's portfolio.

##### F. Institutional Review, Procedures, and Due Dates

College Tenure and Promotion committees shall consider only materials submitted in the candidate's portfolio. Informal or unsolicited opinions, written or unwritten, shall not be considered.

In accordance with BSU 4340 and BSU 4370, the following dates must be observed. ***Candidates are advised to check their Department guidelines for additional due dates.***

1. *By October 15:* The Department Chair shall forward the tenure and promotion portfolio to the appropriate College committee. (See Appendix B for description of College committees.) The portfolio shall include the recommendation of the Department committee and the recommendation of the Department Chair. At this point, no additional material may be added to the portfolio unless requested by the College committee, the Dean, or the Provost.
2. *By December 1:* The appropriate College tenure and promotion committee shall review the portfolio. The College committee shall evaluate the portfolio in accordance with College guidelines and vote to recommend approval or denial of tenure and promotion. The committee must send written notification to the candidate within three working days of reaching a decision. If the recommendation is to deny tenure, the faculty member may, within five working days of the notification, request a meeting with the committee. Within five working days of receiving such a request, the committee must grant a meeting with the faculty member.
3. *By December 15:* The College tenure and promotion committees shall forward to the Dean all portfolios and all recommendations concerning the awarding of tenure and promotion.

4. *By January 15*: Within three days of making a decision, the Dean shall send written notification of his or her recommendation to the candidate. If the recommendation is to deny tenure and promotion, the faculty member may, within five working days of the notification, request a meeting with the Dean. Within five working days of receiving such a request, the Dean shall grant the faculty member a meeting.
5. *By January 31*: The Dean shall forward to the Provost and Vice-President for Academic Affairs all tenure and promotion recommendations sent to the College, plus his or her own recommendations.
6. *By March 1*: The President (in consultation with the Provost) notifies the candidate in writing of his or her recommendation about tenure and promotion. If the decision is to deny tenure and promotion, the faculty member may, within five days of receiving notification, request a meeting with the President. Within five working days of receiving such a request, the President will grant such a meeting.
  - a. If a mandatory tenure decision is not required, a candidate has the option of withdrawing his or her name from consideration at any point in the above process.
  - b. The President reports his or her recommendations to the State Board of Education in the semi-annual report.
  - c. BSU 4370 specifies that if the decision is to deny tenure and promotion, the faculty member's next contract shall be a one-year terminal contract unless the Department Chair and Dean of the College recommend that the individual be placed on an appointment as an adjunct faculty member. A faculty member who applies for tenure and promotion before the sixth year and does not receive tenure and promotion shall remain in the status of non-tenured faculty. Such a non-tenured faculty member may reapply for tenure unless the University decides that a terminal contract is appropriate.

#### G. Disposition and Custody of Confidential Files

Once the President has made his or her decision, the Office of the Dean shall remove and keep on file all external letters. The portfolio shall be returned to the Department Chair who shall review it to be certain that external letters have been removed and return it to the applicant.

**APPENDIX A**

**TENURE INFORMATION SHEET**  
College of Arts and Sciences

Name \_\_\_\_\_ Current Date \_\_\_\_\_

Department \_\_\_\_\_

Date of Employment \_\_\_\_\_ Years at Boise State \_\_\_\_\_

Academic Rank \_\_\_\_\_ Years in Rank \_\_\_\_\_

Have you received credit for prior experience? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, describe here:

Do you have an extension of the Tenure Probationary Period? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, describe here:

Annual workload units (WU) totaling 30 for each year of Boise State employment:

Year	Teaching WU	Research WU	Service WU

## **APPENDIX B**

### College Tenure and Promotion Committees

The College of Arts and Sciences establishes two committees to review applications for tenure and promotion. A Science and Mathematics Committee reviews applications from the Departments of Biological Sciences, Chemistry and Biochemistry, Geosciences, Mathematics, and Physics. An Arts and Humanities Committee reviews applications from the Departments of Art, English, Modern Languages and Literatures, Music, Philosophy, and Theatre Arts.

In accordance with BSU 4310, each committee shall consist of five or more official faculty members and one student. The majority of the faculty shall be tenured, and at least one of the faculty shall be untenured. Each committee shall consist of one tenured member from each candidate's department; one non-tenured member from any department; one student representative; and one or more representatives from outside the candidate's Department.

The committees are appointed by the Dean no later than October 15 from a list of faculty candidates elected by the Departments, and one student picked by the appropriate student government officer from a list compiled by the Dean from names submitted by Department Chairs.

At least one-third of the committee shall serve for a period of two consecutive years, to maintain a sense of continuity within the committee.

Each committee member has one equal vote on all matters. Committee members are not bound by decisions made at the Department level; each committee member votes independently.

Deliberations of the committees are confidential and no minutes are required or permitted.

Committee members review candidate portfolios in the Office of the Dean. Portfolios may not leave the Office of the Dean until they are forwarded to the Provost.



## APPENDIX C

### Guidelines for External Review Letters

Two or three letters from external experts in the candidate's field must be included in the tenure and promotion portfolio.

Procedure:

#### A. The Candidate:

By May 15 of the year in which tenure and promotion are being sought, the candidate shall supply the Department Chair with

1. a list of four names and addresses of potential outside evaluators. No more than one outside evaluator may be a co-author, co-PI, former dissertation director, former professor, or someone with a vested interest in the success of the candidate. Outside evaluators must have a record of excellence in the area of specialty.
2. four copies of a research portfolio. The research portfolio shall consist of a current curriculum vitae (including indication of all grant funds received), copies of all publications during the previous five years, copies of all manuscripts accepted for publication, a clear record of all exhibitions or performances during the previous five years.

#### B. The Department Chair:

1. The Chair shall select two or three external evaluators, at least one of whom will not be from the candidate's list.
  - a. By May 20, the Chair will contact potential external evaluators and identify two or three individuals willing to serve in this capacity.
  - b. By May 31, the Chair will send a copy of the candidate's research portfolio to each external evaluator along with Departmental Promotion and Tenure guidelines and the website address for the College guidelines. The Chair shall request that responses be received by September 1. Only the committees and individuals directly responsible for decisions of tenure and promotion will have access to the external letters. Candidates will not be told who has written these letters, which are provided to candidates only if the University is legally required to do so.
2. The Chair shall ask external evaluators to assess the quality of the candidate's work, its significance to the field, and the potential for future contributions by the candidate. External evaluators shall not be asked to make a recommendation about the awarding of tenure and promotion at Boise State. The Chair shall ask each external evaluator to provide a copy of his or her cv, to describe how knowledge of the candidate's work was acquired, and to disclose any potential conflicts of interest. Letters should go out in a standardized format, and the candidate should be able to see the template letter, though not the names of individuals to whom it was sent.

3. Once the deadline for submitting materials to the Department has passed, the Department Chair shall add the external letters (and the curriculum vitae of each writer) to the portfolio at the appropriate tab. Candidates shall not have access to the portfolio until the conclusion of the entire review process, when the Office of the Dean shall remove and keep on file all external letters and cv's. The portfolio shall be returned to the Department Chair, who shall check to be certain external letters have been removed and return the portfolio to the candidate.

4. During the process, the Chair shall also keep on file a copy of the candidate's research portfolio and a copy of each external evaluation received. At the conclusion of the process, the copy of the research portfolio shall be returned to the candidate but the Chair shall destroy all copies of external evaluations except those kept on file in the Office of the Dean.

5. In the event the Department Chair is a candidate for tenure and promotion, an appropriate individual approved by the Dean shall assume the above duties regarding the Chair's candidacy.

#### 6. Sample Letter

Departments should adapt the letter below to meet their needs and provide any important contexts. A department may, for example, wish to specify what degrees and certificates it offers. It may be appropriate to indicate the level of support provided to the candidate in the form of start up funds and the like. Etc.

The italicized paragraph *must* be included in all letters to external evaluators.

Candidates have the right to review the template letter but shall not be told to whom it is being sent.

Dear \_\_\_\_\_.

Thank you for agreeing to serve as an outside evaluator of the research of \_\_\_\_\_, who is a candidate for tenure and promotion to the rank of Associate Professor in the Department of \_\_\_\_\_ at Boise State University. We know how busy your schedule is and appreciate your agreeing to serve in this capacity.

In accordance with the College of Arts and Sciences' "Guidelines for Tenure and Promotion to Associate Professor," you are being asked to comment on the quality of the candidate's research and on the significance of that research to the discipline. We also ask that you assess the potential of the candidate for continued contributions in the field. We are not requesting that you make a recommendation about the awarding of tenure and promotion.

Enclosed are a copy of the Department guidelines and a copy of the candidate's research portfolio. \_\_\_\_\_'s assigned workload is \_\_\_\_\_. College guidelines may be accessed at \_\_\_\_\_.

We would appreciate your evaluation of the following aspects:

1. Quality: Does the research reflect sound work in the field? Has it appeared in respected venues?
2. Significance: Are regular and significant contributions to the field being made?
3. Potential: What expectations about future productivity seem reasonable?

Please indicate how you have learned about the candidate's work and disclose any potential conflicts of interest. Send the evaluation on institutional letterhead, and include a copy of your cv. We have no specified length or format.

*Only committees and individuals directly responsible for decisions of tenure and promotion will have access to your letter. The candidate will not be told you have written, and your letter will be provided to the candidate only if the University is legally required to do so.*

In order for us to complete a timely tenure and promotion review, I would appreciate receiving your evaluation by September 1. There is no need to return materials in the candidate's research portfolio.

Thank you again. If you have questions, please contact me at \_\_\_\_\_.

Sincerely,