MEMORANDUM

DATE: 22 May 2014

TO: Joseph Hellige, Provost and Executive Vice President

FROM: Herbert A. Medina, Professor of Mathematics, Chair of the Committee on Rank and Tenure
Jennifer Pate, Associate Professor of Economics, President of the Faculty Senate

RE: Suggestions and resources for faculty applying for promotion and/or tenure in 2014-2015

Introductory remarks

As you know, each year, the Committee on Rank and Tenure (CRT) writes a memo to the Faculty Senate President and Provost "detailing overarching issues encountered during its review of materials and deliberation." This year's CRT memo contained a section outlining suggestions for applicants in assembling their promotion/tenure applications. The purpose of this memo is to request that you consider sharing these suggestions with candidates applying for promotion and tenure this year (2014-2015).

First, we note that all of the suggestions in the CRT memo are consistent with the organizational structure for the applicant's dossier given in the Rank and Tenure Resource Manual (RTRM). We also mention that some of the suggestions pertain to electronic organizational resources for applicants planning to submit a significant portion of their application electronically.

Section III, excerpted from the full CRT memo, begins on page 2. We also are providing the following resources as attachments:
1. A template for the list of courses taught at LMU (in both Excel and Word formats) like that on page 5.
2. A zip file that provides the e-dossier folder structure shown in the appendix to this memo on page 4. The idea is that these pre-defined folders can be populated with the files that you would include as part of your e-dossier.

III. Suggestions to Applicants in Assembling a Promotion/Tenure Application

1. An applicant has to make his or her case compelling for tenure and/or promotion based on the evidence provided in the dossier. S/he is advised to proofread the narrative with care before submission. S/he is further advised that if there are issues in the applicant's performance (e.g., lower student evaluations or ones with consistent negative comments during a particular semester, a manuscript that is undergoing journal reviews for a period much longer than what is normally expected, a discontinuity in serving on a university committee), those issues should be addressed in the applicant's narrative candidly. If no compelling explanations are provided, evaluators at all levels are given space to make their best assessment without the benefit of the applicant's clarification.

2. The RTRM encourages the submission of an "electronic dossier of read only files." The CRT seconds this encouragement and urges applicants to submit electronic files whenever possible. Electronic submission makes the organization of electronic files containing application materials of paramount importance. The candidate should aim to organize these files so that they are easy to navigate for everyone (departmental colleagues, chair, dean, et al.) who will be reading them. For example, one huge PDF is not easy to navigate (even if it contains a table of content at the beginning). Another example, FSRs should be in one folder and given file names that clearly identify them, e.g., "LastName 2010 FSR w Chair Response.pdf". The Appendix contains a suggested organization for an electronic dossier that is in line with the organization proposed in the RTRM.

3. Even if the applicant provides hard copies of primary application materials (e.g., narrative, CV, etc.), it would be useful for these documents to also be included electronically on a CD, DVD or flash drive, ideally as PDF files. Please note, these ought to be separate, properly-named PDF files rather than the scanned file of an entire application dossier. Again, the organizational structure provided in the Appendix is suggested.

4. CVs should contain clearly labeled sections that differentiate between peer-reviewed published/disseminated work, work accepted but not yet published, work in progress, non-peer reviewed work, etc. Note that the RTRM provides a suggested CV organizational structure; the CRT encourages candidates to follow this structure as closely as possible. It also would be useful if applicants for the rank of Professor clearly state what scholarly/creative work has been produced since their promotion to Associate Professor.

5. Applicants should provide a semester-by-semester table of all courses taught and their respective class enrollments during their entire time at LMU if they are applying for tenure and promotion to Associate Professor, or since their promotion to Associate Professor if they are applying for promotion to Professor. The table should include reasons for course remissions or reduced teaching loads. This table should be included in the candidate's teaching narrative or could be a separate section in the application dossier. We have included a sample table in the Appendix.

6. Applicants should take note that the RTRM states that "Statistical Summary Reports for all courses taught are required. In addition, candidates are strongly encouraged to provide all available written Student Course Evaluations for all courses. Student Course Evaluations may be submitted on CD." The CRT strongly encourages all applicants to submit these on CD or some other electronic media. In rare cases where student course evaluations are not available, their unavailability should be described in the dossier. The applicant should also list the text of questions 9 and 10 where s/he wrote in her/his own assessment questions.
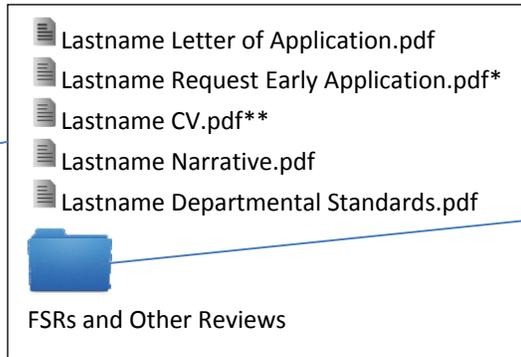
7. Also related to student course evaluations, candidates are advised not to "cherry pick" student comments from the teaching evaluations. Since applicants will provide the statistical summaries and all available written student course evaluations, the interpretation and assessment of written comments should be left to readers at the different levels of evaluation.

8. Thoughtful, criteria-driven, and longitudinal peer evaluations of teaching can add to the pedagogical growth of any faculty member. Thus, it is useful if applicants describe in their narrative what was learned from the peer evaluators, and, if appropriate, how the peer reviews helped them to improve pedagogy and/or curriculum.

9. Advising is an important part of each faculty member's work at LMU; thus, a detailed description of the nature and extent of advising duties and responsibilities should be in the narrative; it is useful to include the number and type of advisees on an annual basis. (This could either be done in a separate table or in the table of courses taught; see Appendix.)

10. A clear description in the narrative of the applicant's research agenda would be helpful. If the candidate does not have a coherent focus and continuous trajectory in his/her research/creative work agenda, an explanation of the divergent path(s) would be helpful to readers outside the discipline.

11. In their research/scholarship/creative work narrative, applicants should describe their specific academic and intellectual contributions in each co-authored work so that it is clear what academic/professional/creative role the applicant played in the disseminated work.

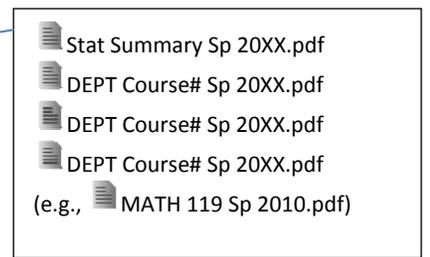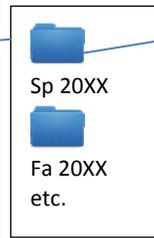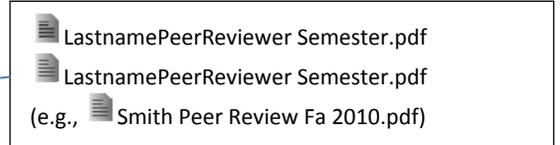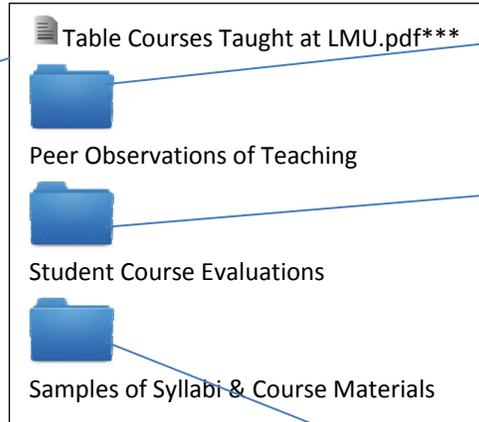# Appendix, Suggested Electronic Dossier Organization

Top Folder Structure **Subfolder Structure** **Sub-Sub Folder Structure**

Primary Materials

- Lastname Letter of Application.pdf
- Lastname Request Early Application.pdf*
- Lastname CV.pdf**
- Lastname Narrative.pdf
- Lastname Departmental Standards.pdf

FSRs and Other Reviews

- Lastname 20XX FSR w Chair Response.pdf
- Lastname 20XX FSR w Chair Response.pdf
- Lastname Third-Year Review Letter.pdf

Teaching/Advising

- Table Courses Taught at LMU.pdf***

Peer Observations of Teaching

- LastnamePeerReviewer Semester.pdf
- LastnamePeerReviewer Semester.pdf
- (e.g., Smith Peer Review Fa 2010.pdf)

Student Course Evaluations

Sp 20XX

Fa 20XX
etc.

- Stat Summary Sp 20XX.pdf
- DEPT Course# Sp 20XX.pdf
- DEPT Course# Sp 20XX.pdf
- DEPT Course# Sp 20XX.pdf
- (e.g., MATH 119 Sp 2010.pdf)

Samples of Syllabi & Course Materials

Scholarly Publications/Creative Work

Articles, book chapters, creative works, successful grant proposals, works in progress, etc. Organization via subfolders may be appropriate.

DEPT Course# Fa 20XX

DEPT Course# Sp 20XX

- DEPT Course# Syllabus.pdf
- DEPT Course# Exam.pdf
etc.
- (e.g., HIST 333 Exam 1.pdf)

Evidence/Documents Related to Service

Letters of Recommendation*
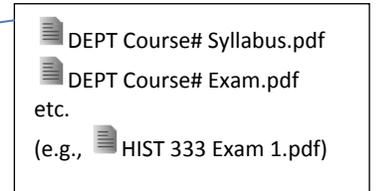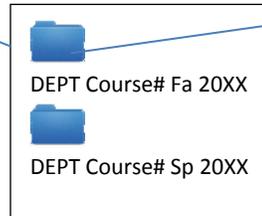
Up to three letters of recommendation

* If applicable.   ** RTRM has a suggested CV structure   *** See Appendix for suggested table structure

Table of LMU courses taught, and course remissions obtained, arranged by semester

	Course Number & Section	Course Title If appropriate, state the reason for any course remissions in a semester	No. of Students	Is the course:		Please "X" in all applicable boxes. The course is:		Number of advisees this semester
				Grad (G) or Undergrad (U)	Type of Course*	A new course created by me	A course substantially revised by me	
Summer 2014								
Spring 2014								
Fall 2013								
Summer 2013								
Spring 2013								
Fall 2012								
Summer 2012								
Spring 2012								

* c=core, m=major, e=elective, o=online, i=independent studies, etc.   5