

PRESENTATION: Departmental Recommendations for Tenure and Promotion: The Chair's Letter

## HANDOUT #1 – INSUFFICIENT P&T LETTER EXAMPLE

**TO: Department Chair**  
**FROM: Department Personnel Committee**  
**RE: Department Committee's Recommendation of Dr. Mark Green for Promotion to Associate Professor with Tenure**

The members of the Department Personnel Committee supports Dr. Mark Green's application for tenure and promotion to associate professor with a vote tally of 4/5 for, 1/5 against, and 0/5 abstentions.

**Commented [ERA1]:** Letter does not address the dissenting opinion

Professor Green has demonstrated an original, even "cutting edge" research agenda through his well-developed record of publications at this point in his career. He is the second author of a book, has published 5 chapters in scholarly books, 12 articles in refereed journals (2 as single author), and another 6 articles and technical reports in non-refereed publications. He has been prolific in writing funding proposals, with 3 funded internally and 1 funded externally. He has delivered over 60 presentations, half of them as sole author.

**Commented [ERA2]:** Typo – candidate has 21 articles in refereed journals, not 12

Dr. Green's instructional activities are equally impressive. He has developed 3 new courses and modified 2 existing courses. He is mentoring 5 doctoral students and serves on the committees of 12 other doctoral students. He has also offered one of his courses as an online course. Dr. Green's student evaluations of instruction are very strong (most courses in the 4.5-5.0 range, and one in the 3.5 to 4.0 range on a scale of 1 to 5 where 5 is highest). He has received a college teaching award and observations of his teaching by peers were all very positive.

Dr. Green has also excelled in the area of service. He has served on 3 editorial boards, as guest reviewer for numerous publications, and as reviewer for 8 books – all indications of the respect in which he is held by the field. He has served on numerous departmental and college committees and 2 University committees. He has numerous community service activities on his C.V. as well.

**Commented [ERA3]:** Letter does not address the candidate's qualifications in relation to the required departmental criteria

Letters from 7 external reviewers who are leaders in the field were received. All expressed overwhelming support for Dr. Green's tenure and promotion to associate professor.

**Commented [ERA4]:** Does not contain critical or impactful comments from external evaluators

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## HANDOUT #2 – GOOD EXAMPLE OF P&T RECOMMENDATION LETTER

**TO: Dean**  
**FROM: Department Chair**  
**RE: Chair's Recommendation of Dr. Mark Green for Promotion to Associate Professor with Tenure**

The purpose of this letter is to provide my interpretation of the credentials of Dr. Mark Green who is applying for tenure and promotion to Associate Professor in the Department of Best Cutting Edge Discipline at University of Missouri-Kansas City. Dr. Green was hired by UMKC in 2009 after completing his Ph.D. In his 6 years at UMKC, Dr. Green has significantly exceeded our department's criteria in all three areas of research, teaching, and service. Not only is our departmental recommendation in favor of Dr. Green's promotion and tenure with a vote tally of 4/5 for and 1/5 against, but the seven external evaluation letters are unanimously supportive. I am pleased to strongly endorse these recommendations - in my view; few young scholars have accomplished what Dr. Green has accomplished. He has set a new standard for our junior faculty, one that few are able to achieve. The departmental culture has shifted in the last 6 to 8 years as it has become more focused on research with the approval of the new PhD program. New hires to date have facilitated this transition and the culture has been one of support and engaging one another including that of students. Dr. Mark Green has added to this positive culture.

Department Criteria for Tenure/Promotion to Associate Professor. To receive a positive recommendation for interim evaluations or for promotion and tenure, the candidate must be evaluated, minimally, as average in research, teaching, and service with an above average ranking in research and teaching. Furthermore, all faculty are expected to conform to a high standard of personal and professional ethics. More specifically, promotion to the ranks of Associate Professor requires demonstration of the following:

- Refereed publications
- Creativity and independence in research
- Demonstrated competence in subject matter as evidenced through teaching and mentoring
- Effective service to Department, College University, and community
- Evidence of professional service and activity (e.g., active participation in related professional associations, editing/reviewing for professional journals, speeches, presentations at national professional conferences)
- National recognition (e.g., recognition by established leaders in the candidate's field of her/his contributions, service on editorial boards or on professional organizations' boards, service of review panels for professional organizations or the government)

Interpretation of External Letters. All of the external reviewers of Dr. Green's credentials are successful senior faculty members at major universities, and are scholars of national reputation in Cutting Edge Disciplines or related fields. All of the reviewers know Dr. Green professionally, but none have such close

**Commented [ERA5]:** Clearly states candidate's name, aspired rank and tenure status, department, and university affiliation

**Commented [ERA6]:** States when candidate joined department and previous occupation

**Commented [ERA7]:** Speaks to candidate's overall progress through the probationary period

**Commented [ERA8]:** Brief summary of previous recommendations

**Commented [ERA9]:** Brief summary of Chair's recommendation

**Commented [ERA10]:** Brief summary of department culture

**Commented [ERA11]:** Conveys departmental expectations

**Commented [ERA12]:** Clear listing of all relevant department criteria

**Commented [ERA13]:** Brief statement of external evaluators' rank, affiliation, and reputation while maintaining anonymity

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associations with him that would endanger an objective evaluation. Significantly, all of the reviewers indicated that Dr. Green is worthy of tenure and promotion. Persistent themes in these letters reflect the fact that Dr. Green is considered to be: (1) a researcher who had made significant contributions to the field of cutting edge #1, cutting edge #2, and cutting edge #3, and cultural issues related to these, (2) an established scholar who is addressing important topics of scholarship, (3) a researcher whose publications are in highly respected journals with high rates of rejection, and (4) a well-rounded scholar who has served his profession, his students, and his university well.

**Commented [ERA14]:** Brief summary of relationships of external evaluators with candidate

... His work is viewed as programmatic, original, sophisticated, and influential. Importantly, all of the reviewers explicitly recommended that he be granted tenure at UMKC and that he would be very likely to achieve tenure and promotion at their institutions, some of which are the finest in the country.

**Commented [ERA15]:** Conveys impactful reviewer comments without compromising anonymity of external evaluator

Impressively, two of the external evaluators are editors of top-level journals. The reviewers also consider Dr. Green to have made significant contributions in instruction and service. These are significant sources of support as these individuals are highly experienced in reviewing and evaluating the work of many individuals. As such, it is clear that he is viewed as one of the most accomplished young scholars in the country and all reviewers feel that his potential in the future is even greater...

**Commented [ERA16]:** Chair selects descriptive words used by external evaluators and shares their views of the candidate's qualifications at their home institutions

**Commented [ERA17]:** Speaks to qualifications/prestige of external evaluators

**Commented [ERA18]:** Nicely summarizes external evaluator's collective view of candidate's potential

Interpretation of Department Committee Recommendation Letter. I agree overall with the assessment of the Department T&P Committee, however I feel the committee failed to address the issue of the dissenting opinion and how their assessment of the candidate's qualifications relate to the departmental criteria and requirements for promotion to associate professor with tenure. I also noticed a typographical error in the committee's assessment of the number of journal publications (candidate had 21 publications, not 12).

**Commented [ERA19]:** Chair identifies shortcomings of the committee's letter, including failure to address dissenting opinion and relate candidate's accomplishments to the department's required criteria

Significance/Quality of Research. Dr. Green's research focuses primarily on issues related to the linkage of cutting edge discipline with a traditional discipline. In this work, he integrates rigorous conceptual and methodological models that allow him to examine interesting developmental processes. All external reviewers noted the sophisticated and strong theoretical and methodological rigor of his work, and the impact it has had. As noted by one external evaluator, "although his vita gives evidence of great productivity, it does not show just how pervasive his impact on the research in his field has been." Impressively, Dr. Green has taken on a leadership role in his work - as evidenced by his first-authored publications and his role as a Principal Investigator on a large federal grant that he was awarded. Moreover, this funded work focuses on X, thus contributing to our understanding of diversity and culture.

**Commented [ERA20]:** Chair points out a typographical error which could have a negative impact on future recommendations

**Commented [ERA21]:** Brief description of candidate's research focus and methodology

**Commented [ERA22]:** Integrates external evaluator comment to support Chair's assessment

Dr. Green has published a total of 21 peer-reviewed journal articles or book chapters. Importantly, he is publishing his work in some of the top journals in the field (e.g., *Cutting Edge Journal*, *Journal of Cutting Edge Research*, and *Cutting Edge Quarterly*). These are highly respected journals with rates of rejection 80% or greater, and are the top-ranked journals in his field of study (see attached *Departmental Tiered Journal List for a comprehensive ranking of journals utilized by our department*). Most impressive is the consistency he has shown in both the quality and quantity of his research publications. He also has had significant exposure of his work through his 42 presentations at national meetings, as well as his participation in a number of invited conferences, symposia, and research workshops. Additionally, Dr. Green has proven himself to be an excellent mentor of graduate students and evidence of this is provided in the number of students who are co-authors on his papers and presentations...

**Commented [ERA23]:** Highlights candidate's leadership role in scholarly endeavors

**Commented [ERA24]:** Volume of work

**Commented [ERA25]:** Example of using an attachment not contained in the portfolio to give reviewers a clearer understanding of the department's journal rankings

**Commented [ERA26]:** Chair addresses his national reputation in scholarship activities

**Commented [ERA27]:** Comments briefly on quality of student mentorship

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An overall picture of Dr. Green is that of a highly motivated investigator who is pursuing high-quality lines of research for which he has become highly recognized. Although much of his scholarly work has been a collaborative effort between Dr. Green and his mentors from Well-Respected Public University, it would be a mistake to question his independence and autonomy. The fact that he is first author on many of his published pieces, and his role as the PI on his federal grant, attest to his role as a leader in this work. Moreover, he has taken a leadership role in his other work with UMKC colleagues and students.

**Commented [ERA28]:** Chair explains that candidate excels in both independent and collaborative scholarship and has assumed leadership roles with peers and students alike

In summary, Dr. Green has exceeded the research criteria for tenure and promotion in our department. His research accomplishments demonstrate that Dr. Green (1) has a clearly defined, programmatic, and independent research program, (2) contributes significantly to the knowledge base in his field through scholarly publications in top-quality journals and through presentations in conferences and workshops, (3) is recognized by peers for his contributions to the field and has established a national reputation as an outstanding researcher and scholar, and (4) continues to show progress and promise as a researcher and leader in his field of study. Thus, Dr. Green is considerably above average in research quality and productivity.

**Commented [ERA29]:** Clear and succinct summary of how candidate meets and exceeds required research criteria

**Teaching.** Dr. Green has developed into an effective and versatile instructor. He generally teaches two courses each semester; however, at various times he has received course reductions to pursue his research (spring, 2009, 2010, fall, 2011, and spring, 2012). He teaches moderate- and large-sized undergraduate upper-division courses, as well as small, intensive graduate courses.

**Commented [ERA30]:** Brief description of average workload, course reductions, and class size.

Our student evaluations consist of two components: (1) a rating of the instructor - focusing on aspects such as knowledge, responsiveness, and respect for students, etc. and (2) a rating of the course - focusing on aspects related to grading, text, level of work, etc. (NOTE: in our evaluation rating system, lower scores reflect better evaluations.) Based on these evaluations, Dr. Green has demonstrated consistently positive teaching evaluations. Across all classes, Dr. Green has an overall instructor rating of 1.36 (out of 5). The evaluation of the class component of his courses averaged 1.61. Based on our 5-point scale (with 3 reflecting average performance), Dr. Green is consistently well above average and is generally in the top third of the ratings...

**Commented [ERA31]:** Chair explains department's evaluation and rating system to ensure accurate reviewer interpretation

**Commented [ERA32]:** Chair compares candidate's ratings with that of the other faculty within the department

More detailed information on the department evaluations is available for the past 3 years. Comparisons of Dr. Green's overall ratings the past 3 years revealed that his mean evaluations are generally better than those for the entire department. This is true when comparing his scores for undergraduate or graduate courses. His evaluation scores also are at about the mean levels of those at the same rank and better than the average ratings for those faculty at the next rank of Associate Professor. Thus, Dr. Green is perceived by our students to provide high-quality instruction across a wide variety of courses and assignments.

**Commented [ERA33]:** Explanation of how candidate not only meets but exceeds departmental standards for the next rank

The second formal instructional evaluation used in the department is a review of Dr. Green's syllabi and course materials. Based on the materials provided, it is clear that Dr. Green is an innovative, rigorous, and dedicated teacher...

**Commented [ERA34]:** Brief assessment of syllabi and course materials

**Service Activities.** In our department, we try to limit the service responsibilities and expectations of our junior faculty, particularly in their early years. Despite this, Dr. Green has made exceptional service contributions... He has been a valuable member of some of our most important departmental committees ... and has been an active member of some of our search committees.

**Commented [ERA35]:** Speaks to departmental culture of limiting service expectations of junior faculty

**Commented [ERA36]:** Highlight's candidate's initiative in undertaking service roles beyond the department's expectation

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One of the most important service contributions Dr. Green has made is in his commitment to service to his profession. The most visible evidence of this is his role on the editorial board of *Cutting Edge Quarterly*--one of the premier journals in the field...

**Commented [ERA37]:** Speaks to national service and candidate's impactful role in the field

Chair's Recommendation. Based on the criteria established in our department for tenure and promotion, I strongly feel that Dr. Green has met and surpassed these criteria. He has established a nationally recognized program of research and scholarship, he is an outstanding instructor and mentor of students, and he is a valuable department citizen who is participating in his scholarly and service responsibilities at the national and state levels. His record of teaching, research, and service exceeds our criteria for tenure and promotion. All external evaluators concur with this conclusion and recognize the potential for his continued contributions in research, teaching, and service. He is recognized as one of the most promising researchers in his field and his record of accomplishments is considered exceptional.

In addition, our department depends greatly on Dr. Green's contributions. His role in our department is critical to our graduate program and finding someone who is as competent and collegial as Dr. Green would be difficult. This attests to the critical significance of Dr. Green's contributions and value in the department.

**Commented [ERA38]:** Recommendation summary statements links candidate's accomplishments in teaching, research, and service back to the department criteria and shares the external evaluators' collective praise for candidate's potential.

In summary, without hesitation I believe that Dr. Mark Green's record of performance and accomplishments surpass our criteria for tenure and promotion. I strongly support his application for tenure and promotion and recommend that he be granted both.

**Commented [ERA39]:** Clear statement of Chair's overall recommendation

**Attachments: (1) Department Tiered Journal List**

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