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### **Promotion and Tenure Guidelines College of Engineering 2013-2014**

<http://www.engin.umich.edu/admin/adaa/faculty/ptr/index.html>

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A:

## *Timetable for Academic Year 2013-2014*

### **2013**

#### **April – June**

Casebook committee membership: Formation of committees by Departments and approval of casebook committees by CoE Executive Committee

**Tuesday, April 30**

ADAA requests sent to Department Chairs for casebook committees

**Friday, May 17**

Department casebook committee recommendations due to ADAA

ADAA sends EC approval of or changes for casebook committees to Department Chairs

**June 3, 2013**

Meeting of Casebook Committee Chairs  
Johnson Rooms

**June 3, 2013**

Meeting of P/T Candidates  
Johnson Rooms

**Friday, May 31**  
(projected)

Distribution of promotion and/or tenure materials to Department Chairs, Casebook Committee Chairs, and Casebook candidates. MSWord and Adobe pdf Guidelines and templates on ADAA website:  
<http://www.engin.umich.edu/admin/adaa/faculty/ptr/index.html>

#### **July**

**Monday, July 3**

Candidate materials due to Casebook Committee Chair: curriculum vitae, selected papers, list of potential external and internal reviewers

#### **August-September**

Casebook Preparers' workshop for staff

#### **October-November**

In addition to the summary evaluation for the casebook, the casebook committee chair prepares for the candidate a 1 page summary evaluation, which presents the committee's distillation of the casebook. Written comments to the candidate will include the salient aspects of the case, positive and negative, and a request for formal input from the candidate on the comments. This assessment letter is submitted to candidate simultaneously with submission of the casebook to the Department Chair. The assessment letter to the candidate is also included in the casebook (L.C.2). Department deadlines for submission of casebook to Department Chair will differ but this evaluation can be expected by the end of October.

The candidate may respond, in writing, to the Associate Dean for Academic Affairs with a copy to the Department Chair by November 26, 2012.

**Monday, November 18**

Drafts of casebooks to ADAA

- Monday, November 25  
12 noon** Submission of electronic and original casebook to ADAA.  
(Due to time constraints, casebooks submitted past this deadline will NOT be considered in the promotion/tenure review.)
- Candidate's letter of response to casebook committee letter to ADAA with copy to Department Chair.
- Monday, November 25** Department Chairs inform candidates of department decision to recommend or not recommend promotion and/or grant tenure with a copy to ADAA. If this is done by letter or email, ADAA should be copied.

## **2014**

### **January**

Executive Committee discussion of casebooks. The College Executive Committee (EC) will evaluate the casebooks in depth during December 2012 and January 2013. On occasion, the EC raises questions about the casebook and requests the relevant Department Chair to respond with additional information or explanation. The Department Chair, if appropriate, may request feedback from the candidate in order to respond with full information.

- Mid January** Communication to Department Chairs requesting responses to questions raised by the EC on candidate casebooks

### **January-February**

- Thursday, January 23  
(projected)** All day meeting to discuss promotion/tenure casebooks for tenured and tenure track faculty casebooks and Research Professor promotion casebooks  
GM Conference Room
- Friday, January 24  
(projected)** Discuss remaining promotion/tenure casebooks and PRS promotion casebooks  
GM Conference Room (if needed)
- Wednesday, Feb. 12  
(projected)** Submission of Executive Committee recommendations for promotion and/or to grant tenure and all candidate casebooks to the Provost. All tenure cases (positive and negative) and all positive promotions cases will be forwarded to the Provost.

## *Timetable for Academic Year 2013-14*

### **March**

#### **Early March**

The EC's final decisions will be conveyed to the departments in early March. The chair of each department will inform the candidate of the decision. The Associate Dean for Academic Affairs sends a letter to each candidate informing him/her (with a copy to the Department Chairs) of:

- a) Executive Committee recommendation for promotion and/or to grant tenure, or
- b) Executive Committee decision not to recommend promotion and/or to grant tenure.

### **April-May**

Provost reviews all casebooks. Recommendations approved by the Provost are sent forward to the Regents for consideration. Regents normally approve recommendations in May.

### **June**

Provost sends letter to each candidate who has received promotion and/or granted tenure. CoE Dean sends letters of congratulation. Faculty listings appear in the *University Record*.

In the case of a negative college recommendation, the Department sends a letter of non-reappointment that allows the candidate a terminal year of appointment per the SPG guidelines (201.88) found at: (<http://spg.umich.edu/pdf/201.88.pdf>).

B: *Memorandum Sent to the Department Chair*

**MEMORANDUM**

TO: College of Engineering Department Chairs

FROM: S. Jack Hu

DATE:

SUBJECT: Promotion/Tenure Guidelines

Please distribute the enclosed materials related to the preparation of promotion/tenure (P/T) packages to: a) department faculty member(s) scheduled to be reviewed during the 2013-14 academic year, b) the reviewing committee chair, and c) reviewing committee members. The P/T Guidelines may be downloaded from the ADAA website: <http://www.engin.umich.edu/admin/adaa/faculty/ptr/index.html>. Please note new template for the case book and CV.

The Department chairs are responsible for the quality of the casebooks. Casebooks that do not meet the standards as specified in the *Promotion and Tenure Guidelines of the College of Engineering*, under section L, “Detailed instructions for preparation of casebooks,” may be returned to the Casebook Committee for revisions. **Casebooks that fall well below the standards and require substantial revisions that cannot be easily accommodated may jeopardize the candidate’s case.** Any casebook exceeding 20 pages (not including department letters, internal or external letters of evaluation, or candidate’s cv) will be returned. Casebooks for all candidates completing department review, whether or not recommended for promotion/tenure, must be submitted for Executive Committee review. If a candidate chooses not to complete the promotion/tenure review process, the decision to rescind the casebook must be made BEFORE the chair submits the casebook to the Executive Committee (EC). Prior to this action, the candidate must make an appointment with the Associate Dean for Academic Affairs to discuss his/her case.

Additional appointments (dry or funded) within the College require the approval of the other department. Joint appointments outside of the College require a formal joint review process. Because of the variety of additional and joint appointments in the College, this process may be customized to meet the needs of each individual appointment. Please contact me immediately to discuss any appointments of this type.

We have included a timetable in the guidelines to summarize the most important steps and dates in this process. Please make sure that you follow this timetable. An electronic copy and paper copy for each casebook must be in the Office of the Associate Dean for Academic Affairs by **12 noon on Monday, November 25, 2013**. If you have any questions, please do not hesitate to call me at 7-7020.

By the end of October, the casebook committee chair prepares for the candidate a separate one page evaluation, which presents the committee’s distillation of the casebook. Written comments to the candidate will include the salient aspects of the case, positive and negative, and a request for formal input from the candidate on the comments. This assessment letter is submitted to the candidate simultaneously with submission of the casebook to the Department Chair. The assessment letter to the candidate is also included in the casebook (C.5). The candidate may respond, in writing, to the Associate Dean for Academic Affairs with a copy to the Department Chair by November 25, 2013.

At the same time that casebooks are submitted to the College on November 25, 2013, Department Chairs should inform candidates of department decision to recommend or not recommend promotion and/or grant tenure. If this is done by letter or email, the ADAA should be copied.

The EC will evaluate the casebooks in depth during December 2013 and January 2014. The EC often raises questions about the casebooks and will request the Department Chairs to respond to these questions with additional information or explanation in writing. Department Chairs may use their discretion in sharing some of the points with the candidates to get their feedback when preparing feedback for the EC. For example, if the EC had concern over comments in an external letter, that information could not be shared; but if the EC was concerned that the candidate rarely attended conferences, the candidate could provide additional information to the Department Chair on that point.

The promotion/tenure review meeting with the EC, Department Chairs and Associate Deans is tentatively scheduled for Thursday, January 23 and Friday, January 24. Please mark your calendars. A review agenda and additional details will be provided by mid-January.

Enclosed are:

- A list of promotion/tenure candidates in your department and their casebook committee chair and members;
- A list of individual casebook committees for each candidate with casebook committee chair and members; and
- Original letters to casebook committee chairs and candidates

Please distribute as follows:

**Candidates:**

Original letter to candidate  
Provide copy of letter to committee  
List of candidate's casebook committee

**Committee Chairs:**

Original letter to committee  
Provide copy of letter to candidate  
List of candidate's casebook committee

**Committee Members:**

Provide copy of letter to committee  
Provide copy of letter to candidate

SJH:slh

C: *Memorandum Sent to the Faculty Candidate*

**MEMORANDUM**

TO:            «Present\_Rank» «PT\_Name»  
                  «Dept»

FROM:         S. Jack Hu

DATE:

SUBJECT:      Approximate Time Line, Committee Membership, and Procedure Followed by the  
                  College of Engineering in Evaluating Promotion and/or Tenure (P/T) Casebooks

You will be considered for promotion and/or tenure during the coming academic year, and I would like to inform you of the process that will take place because your cooperation and assistance is critical for the preparation of the casebook.

I have attached the following documents for your information and use:

- a) A listing of the P/T committee members who are responsible for the preparation and timely submittal of your casebook; and
- b) A copy of the letter given to the P/T committee chair

The *Promotion and Tenure Guidelines of the College of Engineering* may be downloaded at <http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>. Please note that we are using a new template for the casebook and that you are responsible for preparing your CV following a standard template. You should coordinate your schedule with that of the committee. In particular, please provide to the Chair of your P/T committee by **July 2, 2013** the following items:

- a) A list of 3 to 4 names of potential outside evaluators. If there are potential evaluators who you feel may not provide a fair or impartial letter of recommendation due to a personal conflict, please provide this information to the P/T committee chair and the department chair, along with a brief explanation.
- b) A list of 2 to 4 names of potential internal faculty evaluators and 2 to 4 students (both graduate and undergraduate).
- c) A copy of your academic curriculum vitae (CV), suitable for transmission to the outside evaluators. **NOTE: You must use the template provided by the ADAA office at: <http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>**
- d) Provide a representative set of 4 or 5 of the most important manuscripts and/or other professionally creative products as discussed with your committee chair.

We have included a timetable in the guidelines to summarize the most important steps and dates in this process. The completed casebooks, in electronic format and original hard copy, with a written cover letter by the Department Chair, are due in my office by noon on *Monday, November 25, 2013*. Depending on the P/T process followed by each department, the departmental executive or advisory committee may

participate in the review of the casebook and provide its evaluation. If you choose not to complete the promotion/tenure review process, the decision to rescind your casebook must be made BEFORE the chair submits the casebook to the Executive Committee. Prior to this action, you must make an appointment with the Associate Dean for Academic Affairs to discuss your case.

- The committee will need most of the fall term to gather information and prepare the casebook. Any casebook exceeding 20 pages (not including department letters, internal or external letters of evaluation, or candidate's CV) will be returned.
- By the end of October, the casebook committee chair prepares for the candidate a separate one page evaluation, which presents the committee's distillation of the casebook. Written comments to the candidate will include the salient aspects of the case, positive and negative, and a request for formal input from the candidate on the comments. This assessment letter is submitted to the candidate simultaneously with submission of the casebook to the Department Chair. The assessment letter to the candidate is also included in the casebook (L.C.2). The candidate may respond, in writing, to the Associate Dean for Academic Affairs with a copy to the Department Chair by November 25, 2013.
- The chair of each department will inform the candidates of the department decision to recommend or not recommend promotion and/or grant tenure on November 25, 2013. If this is done by letter or email, the ADAA should be copied. At this step of the process, the candidates are not allowed to appeal the recommendation of the casebook committee and/or the department. Any appeals of the decision are allowed only after the final decision as approved by the Provost.
- The College Executive Committee (EC) will evaluate the casebooks in depth during December 2013 and January 2014. The EC often raises questions about the casebooks and will request the Department Chairs to respond to these questions with additional information or explanation in writing. Department Chairs may use their discretion in sharing some of the points with the candidates to get their feedback when preparing feedback for the EC. For example, if the EC had concern over comments in an external letter, that information could not be shared; but if the EC was concerned that the candidate rarely attended conferences, the candidate could provide additional information to the Department Chair on that point.
- Each case is then discussed at a meeting of the Deans, Associate Deans, Department Chairs and the EC of the College, where an advisory vote is made on each case by the Chairs for use by the EC in its subsequent discussions. This meeting has been scheduled on *Thursday, January 23 and Friday, January 24, 2014*. A final vote will be taken by the EC for each P/T case. All tenure cases (positive and negative) and positive promotion cases will be forwarded to the Provost's Office by February 12, 2014 (projected) where they will undergo further evaluation by the President, Provost and members of their staffs. Those casebooks approved by the President and the Provost will be forwarded to the Regents for approval at their May meeting. The official list will be printed in the *University Record*.
- The EC's final decisions will be conveyed to the departments in early March. The chair of each department will inform the candidate of the EC's decision. The Associate Dean for Academic Affairs will send a letter to the candidate informing them of one of the following decisions:
  - Executive Committee decision to recommend promotion and/or grant tenure, or
  - Executive Committee decision not to recommend promotion and/or grant tenure.



If you have any questions regarding this process, please do not hesitate to contact my office. If you have any questions regarding the membership of your P/T committee, please contact your Department Chair.

Thank you for your cooperation and assistance in this important process.

SJH:slh

D: *Instructions for P/T committees*

## MEMORANDUM

TO: Promotion and Tenure Review Committee Chairs and Members

FROM: S. Jack Hu

DATE:

SUBJECT: Evaluation of the Candidates  
Details on Preparation of the Casebooks  
Recommendation Letters

The quality of an educational institution is reflected by the quality of its faculty. In that context, one of the most important functions of our institution is the review of the performance of our faculty and their subsequent promotion and/or tenure. Some of the most important decisions for the continued excellence and vitality of the College of Engineering are those related to faculty appointments and promotions. In this process you have an extremely important role. You will be preparing all of the evaluative documentation and arriving at the primary recommendation on which your department will base its recommendation to the College, and on which the College Executive Committee (EC) will base its decisions and recommendations to the Provost. The Executive Committee needs and expects:

- a) **a concise and forthright evaluation and**
- b) **a high-quality casebook.**

Casebook guidelines are available on our web site:

<http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>. Please note that we are using a new casebook template.

I want to bring to your attention items that are very important and helpful to you and the Executive Committee:

1. Always keep in mind that you are an evaluative committee and **not** an advocacy committee. Please report the positive, as well as the negative, so that your department and the EC can base their decisions on facts and objective evaluations of the candidate's contributions. The department chairs are responsible for the quality of the casebooks. Casebooks which do not meet the standards as specified in the *Promotion and Tenure Guidelines* under section L, "*Detailed instructions for preparation of casebooks*," may be returned for revisions. **Casebooks that fall well below the standards and require substantial revisions that cannot be easily accommodated may jeopardize the candidate's case.** While the casebook is evaluative, the resulting letter(s) of recommendation from the committee are expected to advocate a conclusion based on these facts. This letter is your opportunity to express your feelings on the case. Any casebook exceeding 20 pages (not including department letters, internal or external letters of evaluation, or candidate's cv) will be returned.
2. If you choose to initiate an early contact email to potential external reviewers to gauge their availability and willingness to serve in this capacity, **your email must be identical to the one shown in section F: *Email to potential external reviewers*.** All reviewers contacted and their responses are to be included in the casebook.

3. When asking for letters from outside evaluators, please bear in mind that we are asking for evaluations and not advocacy statements from the candidate's colleagues at other institutions. To this end, **your letter must be identical to the one shown in section G: Sample letter for external recommendations in the Guidelines. The paragraph on confidentiality is a University requirement as well.** Please note that these letters should explicitly state whether the candidate is being reviewed for tenure only. If the review includes promotion, the rank must be stated.
4. Please choose at least eight (8) outside evaluators with the goal of 6-8 letters in the final version of the casebook. Since the absolute minimum number required by the Provost is five (5) external letters from referees who have not closely collaborated (“arm’s length” or “at a distance”), it is advisable to be safe and end up with additional letters. In choosing the outside evaluators a good rule of thumb is to choose half of the evaluators from a list compiled by the candidate and the other half from your own list of leaders in the field and provide these lists in the casebook. The final casebook must contain a minimum of two arm’s length letters from the department/committee’s list. While letters from persons who have served as a candidate’s thesis adviser or major collaborator can be especially helpful (because they can be presumed to have a good sense of both the person and the work), it is also true that their own reputations are involved in the work being evaluated. If such letters are included, they are not “at a distance” and they must be in addition to the minimum requirement of five. **Please indicate if the evaluator was recommended by the candidate or by the Casebook Committee.** If outside evaluators do not respond to your request for a written evaluation of the candidate, please explain the reasons.
5. The EC expects the outside evaluators/references to be **at or above the rank** for which the candidate is being considered and be from institutions that we consider our peers, including comparable positions in a government laboratory or industry. If this is not the case, you will need to explain.
6. Along with your letter to the outside evaluators please send:
  - A current curriculum vitae (CV) of the candidate (must be in ADAA format);
  - A representative set of four (4) or five (5) of the most important manuscripts and/or other professionally creative products of the candidate, as chosen by the candidate.
7. **All external evaluation letters must be included in the casebook.** To put the outside references into perspective for the EC and the Provost, include a brief, three (3) to five (5) sentence statement of background information for each outside evaluator. Briefly explain if any evaluators failed to provide letters by the deadline. The bios should include:
  - name and title(s)
  - institution or corporation
  - brief description of his/her credentials in the field of expertise, including well understood measures of stature such as: fellows of societies, members of the NAE, editorships, endowed chairs and society offices
  - his/her relationship to the candidate (e.g. classmate, personal friend, graduate instructor, dissertation committee member, co-author, or co-investigator). Dissertation advisors and close collaborators *are not* considered part of the minimum count for external letters.
8. Candidate can submit stop a list and letters should not be solicited from people whose name appears on this list.
9. On occasion a committee or department chair may receive unsolicited letters regarding the candidate. All such letters, whether negative or positive, shall be addressed and analyzed by the committee and included in the casebook.

10. Members of the committee should read the most important publications of the candidate, talk to students and colleagues, and arrive at a substantive evaluation to be conveyed to the Executive Committee.
11. To help in critically evaluating the evidence of professional creativity and collegiality demonstrated by the candidate, you should obtain input from at least two internal senior faculty members (to whom you should provide the same material sent to outside evaluators).

We have included a timetable in the guidelines to summarize the most important steps and dates in this process. Please make sure that you follow this timetable. An electronic copy and paper copy for each casebook must be in the Office of the Associate Dean for Academic Affairs by **12 noon on Monday, November 25, 2013**.

1. In November, the casebook committee chair prepares for the candidate a separate 1 page evaluation, which presents the committee's distillation of the casebook. Written comments to the candidate will include the salient aspects of the case, positive and negative, and a request for formal input from the candidate on the comments. The letter should not be a recommendation from the committee, but a distillation of the facts. Please see the sample letter in **Section J: Example letter from Casebook Committee to Candidate** of the *Guidelines*. (Please do not use this example as a template, but as an example of the level and tone of such letters.) This assessment letter is submitted to the candidate simultaneously with submission of the casebook to the Department Chair. The assessment letter to the candidate is also included in the casebook (L.C.5). The candidate may respond, in writing, to the Associate Dean for Academic Affairs with a copy to the Department Chair by November 25, 2013.
2. At the same time casebooks are submitted to the College on November 25, 2013, Department Chairs will inform candidates by letter or email of department decision to recommend or not recommend promotion and/or grant tenure, copying the ADAA. If a candidate chooses not to complete the promotion/tenure review process, the decision to rescind the casebook must be made BEFORE the chair submits the casebook to the Executive Committee. Prior to this action, the candidate must make an appointment with the Associate Dean for Academic Affairs to discuss his/her case.
3. The EC will evaluate the casebooks in depth during December 2013 and January 2014. The EC often raises questions about the casebooks and will request the Department Chairs to respond to these questions with additional information or explanation in writing. Department Chairs may use their discretion in sharing some of the points with the candidates to get their feedback when preparing feedback for the EC. For example, if the EC had concern over comments in an external letter, that information could not be shared; but if the EC was concerned that the candidate rarely attended conferences, the candidate could provide additional information to the Department Chair on that point.

Finally, I want to bring the issue of confidentiality to your attention. Casebooks contain personal information and should be handled with extreme care. Please treat all the information you receive, and the final casebook, as confidential. If you have any questions on the format or any of the above, please do not hesitate to call me at 7-7020.

Please note that completed casebooks should be turned in to the candidate's Department Chair with enough time allowed for departmental review and forwarded to the Office of the Associate Dean for Academic Affairs by **Monday, November 25, 2013**.

SJH:slh

Attachment

*E:      Template Letter to Internal Reviewers*

Dear Professor [name]:

I am contacting you as chair of the promotion and tenure casebook committee of [Assistant Professor | Associate Professor | Professor] [NAME], who is being considered for [tenure and promotion | promotion] to the rank of [Associate Professor | Professor]. We are seeking assessments of [his|her] research, teaching, service and other scholarly contributions from colleagues within the University. We particularly invite you to address the effectiveness and value of this faculty member as a member of the College of Engineering community and as a colleague. To aid your assessment, I am attaching [his|her] CV and copies of some of [his|her] papers. To be useful in our committee's deliberations, we would need your comments by [deadline]. I thank you in advance for your time and effort.

*F: Email to potential external reviewers*  
**(must be verbatim)**

Dear [Professor, Dr., etc.]

[Optional one sentence of personal greeting.]

We are considering [candidate and current title of candidate] for [promotion, promotion and tenure, or tenure] to [title with or without tenure]. Professor [\_\_\_\_\_]’s area of expertise is in [enter discipline here]. Your name has been suggested as a potential reviewer with respect to this case.

Out of courtesy to our reviewers, we invite you to respond to this email by indicating which of the categories below best characterizes your circumstances:

- A. Yes, I am available to serve as an external reviewer
- B. No, I am unavailable due to time constraints
- C. No, I am not able to serve in this capacity because the candidate’s area is too distant from my own expertise to provide an objective and thorough evaluation.

Please respond by restricting your answer to one of the three options. We would appreciate your response by [deadline here].

**G: Sample letter for external recommendations for non-interdisciplinary appointments**  
(see next sample letter for interdisciplinary appointments)

EXAMPLE

Dear Professor [ ]:

Any text in **bold** below is for your attention. It does not need to be bold in your letter to the reviewer.

**NOTE:** Include a copy of the criteria in Section M.

We are currently considering [candidate and title of candidate] for [promotion, promotion and tenure, or tenure] to [title with or without tenure]. Faculty members at the University of Michigan are promoted on the basis of research, scholarly and creative contributions; teaching and mentoring ability; and service (see attached criteria). Recognition of the quality and impact of their work by their peers is a significant factor in the review process. We value your candid assessment of [candidate's] research accomplishments and future promise, including both positive points and areas needing improvement. Your scholarly and professional judgments will play an important part in our evaluation of [candidate] for promotion [and/or tenure].

**(When applicable, please add the following: <candidate> has received an extension of <his/her> tenure clock by virtue of university policy. This policy states that the criteria for promotion and tenure are no different than the criteria for faculty who do not have an extension to the tenure clock. We therefore request that this extension not be a factor in your letter of evaluation.)**

Our criteria for granting promotion and/or tenure are that the candidate has made substantial creative contributions throughout [his/her] career in an appropriate area of research and/or pedagogy and/or service and has received significant national and perhaps international recognition for his/her work.

Based on the enclosed materials and any other knowledge you have of [his/her] work or professional accomplishments, we would like your candid evaluation of [candidate name]'s written and scholarly contributions in relation to others of comparable experience in [his/her] field.

In particular, we would appreciate your response to the following questions:

- Do you know the candidate and, if so, for how long and in what capacity? What are the extent and nature of your current interactions with the candidate?
- What are your impressions about the quality, productivity and scholarly impact of the candidate's work and his/her ability to select important problems? What do you consider the candidate's highest-impact accomplishment(s)?
- How would you assess the candidate's scholarly visibility at the national and/or international level? How would you estimate the candidate's standing in relation to others in his/her peer group who are working in the same field? Place the candidate among his/her contemporaries in terms of his/her contributions and impact. You do not have to identify contemporaries by name.
- How would you evaluate the candidate's service contributions to the discipline such as his/her work on professional committees, as a reviewer of proposals or papers, as an editor, or similar activities?
- How would you evaluate the candidate's broader impact in entrepreneurship or business through startup, consulting, technology transfer or other relevant activities?



- Would you recommend that the candidate be promoted [and/or tenured] at the University of Michigan? Does the candidate meet the requirements for someone being considered for promotion [and/or tenure] at a major research university?
- In your view, what promise does the candidate hold for future professional growth?
- Add any other comments you believe to be relevant to the casebook.

We would appreciate receiving your signed letter on your institution's stationery in one of the following formats: 1) on your institution's letterhead with an original signature by mail, fax or attachment in an email; 2) or in the body of an email. If submitting by email, we ask that you use your institution's email account.

***[The following paragraph (word-for-word) must be included in ALL letters soliciting an evaluation of the candidates.]***

Questions sometimes arise about the confidentiality of external review letters, and we do want to advise you that your letter will be reviewed by senior faculty at the University of Michigan. As a public institution, legal considerations limit our ability to assure confidentiality, but it is our practice not to release external review letters unless required to do so by law.

I have enclosed a current copy of Professor \_\_\_\_\_'s curriculum vitae and reprints of several recent articles. If there is any other information that you believe you need for your evaluation, please call me at \_\_\_\_\_.

The decision to be made on Professor \_\_\_\_\_'s promotion and/or tenure is a very important one, both for the candidate and for the College of Engineering. Input from external experts, such as you, is a vital ingredient in our review process. We will certainly appreciate your efforts in responding as fully as you can to the questions above. We realize that your schedule is full and that this may be a time-consuming task; however, we will be most grateful for your assistance. **We have selected you because of your expertise in this area. If you are unable to respond, this will be so noted in the promotion record. If you need further information, please contact <contact name> at <phone/fax>.**

We would appreciate receiving your letter by \_\_\_\_\_ in order to be considered in our review. We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests.

Thank you for your assistance.

Sincerely,

*Sample letter for external recommendations for interdisciplinary appointments*

EXAMPLE

Dear Professor [ ]:

Any text in **bold** below is for your attention. It does not need to be bold in your letter to the reviewer.

**NOTE:** Include a copy of the criteria in Section M.

We are currently considering [candidate and title of candidate] for [promotion, promotion and tenure, or tenure] to [title with or without tenure]. Faculty members at the University of Michigan are promoted on the basis of research, scholarly and creative contributions; teaching and mentoring ability; and service (see attached criteria). Recognition of the quality and impact of their work by their peers is a significant factor in the review process. We value your candid assessment of [candidate's] research accomplishments and future promise, including both positive points and areas needing improvement. Your scholarly and professional judgments will play an important part in our evaluation of [candidate] for promotion [and/or tenure].

**(When applicable, please add the following: <candidate> has received an extension of <his/her> tenure clock by virtue of university policy. This policy states that the criteria for promotion and tenure are no different than the criteria for faculty who do not have an extension to the tenure clock. We therefore request that this extension not be a factor in your letter of evaluation.)**

Our criteria for granting promotion and/or tenure are that the candidate has made substantial creative contributions throughout [his/her] career in an appropriate area of research and/or pedagogy and/or service and has received significant national and perhaps international recognition for his/her work.

Based on the enclosed materials and any other knowledge you have of [his/her] work or professional accomplishments, we would like your candid evaluation of [candidate name]'s written and scholarly contributions in relation to others of comparable experience in [his/her] field.

Professor. [candidate's name] is engaged in research that is interdisciplinary in nature. [He/she] holds a joint appointment in the departments of [discipline] and [discipline]. We invite your consideration of the interdisciplinary nature of [candidate]'s work in your review of his/her scholarly contributions.

In particular, we would appreciate your response to the following questions:

- Do you know the candidate and, if so, for how long and in what capacity? What are the extent and nature of your current interactions with the candidate?
- What are your impressions about the quality, productivity and scholarly impact of the candidate's work and his/her ability to select important problems? What do you consider the candidate's highest-impact accomplishment(s)?
- How would you assess the candidate's scholarly visibility at the national and/or international level? How would you estimate the candidate's standing in relation to others in his/her peer group who are working in the same field? Place the candidate among his/her contemporaries in terms of his/her contributions and impact. You do not have to identify contemporaries by name.
- How would you evaluate the candidate's service contributions to the discipline such as his/her work on professional committees, as a reviewer of proposals or papers, as an editor, or similar activities?

- How would you evaluate the candidate's broader impact in entrepreneurship or business through startup, consulting, technology transfer or other relevant activities?
- Would you recommend that the candidate be promoted [and/or tenured] at the University of Michigan? Does the candidate meet the requirements for someone being considered for promotion [and/or tenure] at a major research university?
- In your view, what promise does the candidate hold for future professional growth?
- Add any other comments you believe to be relevant to the casebook.

We would appreciate receiving your signed letter on your institution's stationery in one of the following formats: 1) on your institution's letterhead with an original signature by mail, fax or attachment in an email; 2) or in the body of an email. If submitting by email, we ask that you use your institution's email account.

*[The following paragraph (word-for-word) must be included in ALL letters soliciting an evaluation of the candidates.]*

Questions sometimes arise about the confidentiality of external review letters, and we do want to advise you that your letter will be reviewed by senior faculty at the University of Michigan. As a public institution, legal considerations limit our ability to assure confidentiality, but it is our practice not to release external review letters unless required to do so by law.

I have enclosed a current copy of Professor \_\_\_\_\_'s curriculum vitae and reprints of several recent articles. If there is any other information that you believe you need for your evaluation, please call me at \_\_\_\_\_.

The decision to be made on Professor \_\_\_\_\_'s promotion and/or tenure is a very important one, both for the candidate and for the College of Engineering. Input from external experts, such as you, is a vital ingredient in our review process. We will certainly appreciate your efforts in responding as fully as you can to the questions above. We realize that your schedule is full and that this may be a time-consuming task; however, we will be most grateful for your assistance. **We have selected you because of your expertise in this area. If you are unable to respond, this will be so noted in the promotion record. If you need further information, please contact <contact name> at <phone/fax>.**

We would appreciate receiving your letter by \_\_\_\_\_ in order to be considered in our review. We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests.

Thank you for your assistance.

Sincerely,

*H:      Template letter for Soliciting Input from Undergraduate Students*

Dear <NAME>,

We are considering <candidate name> for possible <promotion/tenure, promotion, tenure> to <proposed rank> in the <department name>. As part of this process, our committee solicits letters from selected students to assist us in evaluating the candidate's effectiveness in <his/her> interactions with undergraduate students. We are asking you to supply such input as one of <candidate name>'s students. Please provide a letter addressing your experiences with <candidate name> as a classroom teacher and also as a research mentor as it may pertain to you. If you have any questions, please contact <name> at <email>. We would like to receive your letter by <date>. An original hardcopy letter is preferred, but we are able to accept letters sent via email if they are sent from your umich.edu account.

Thank you for your assistance in this important process.

Regards,  
<Name>

I. *Template Letter for Soliciting Input from Graduate Students*

Dear <NAME>,

We are considering <candidate name> for possible <promotion/tenure, promotion, tenure> to <proposed rank> in the <department name>. As part of this process, our committee solicits letters from selected students to assist us in evaluating the candidate's effectiveness in <his/her> interactions with graduate students. We are asking you to supply such input as one of <candidate name>'s students. Please provide a letter addressing your experiences with <candidate name> as a research mentor and also as a classroom instructor as it may pertain to you. If you have any questions, please contact <name> at <email>. We would like to receive your letter by <date>. An original hardcopy letter is preferred, but we are able to accept letters sent via email if they are sent from your umich.edu account.

Thank you for your assistance in this important process.

Regards,  
<Name>

- J. *Example letter from Casebook Committee to Candidate* (1 page maximum)  
Please do not use the letter as a template, but as an example of the level and tone of such letters.

EXAMPLE

To: Professor X  
From: Casebook Chair  
Date: November XX, XXXX  
Subject: Assessment of promotion casebook

This memo summarizes the casebook committee's understanding of the key aspects of your professional record to date, with an emphasis on the time during which you have held the rank of [Assistant, Associate] Professor [with, without] tenure. This information forms the basis for the committee's evaluation of your contributions to teaching, research and service. Please review this information carefully. You may respond in writing to this memo, and your response should be delivered to [Department Chair] and S. Jack Hu by [refer to guideline timeline for date]. Your response can be used to correct misunderstandings and to add missing information.

**Teaching** *{sample paragraphs/sentences from a variety of teaching performances}*

Your record in classroom teaching has been excellent. Your teaching evaluations and comments from students are outstanding and we congratulate you on receiving the XXX Award for teaching. We also commend your willingness to advise undergraduate projects and work with distance education.

Your teaching evaluations, particularly at the undergraduate level, are notably below the College averages. We note that you have shown some improvement in the past year through work with CRLT North.

**Research** *{sample paragraphs/sentences from a variety of research performances}*

Your scholarly output has been excellent. We note that your published papers are with your Ph.D. advisor, but that your recently submitted papers are with your students. We commend you for the NSF Career Award, the best paper awards, and your ability to attract funding for your research. These are all positive indicators of the success of your research program.

Your scholarly productivity with students has been outstanding, your collaborations with colleagues are healthy and your ability to attract research funding is commendable. Earning an NSF Career Award, and your XXX, YYY, and ZZZ awards indicate excellent ability to support your students' research.

Your scholarly output has been significantly below the expectations for faculty at the College of Engineering. You have attracted research funding and Ph.D. students, but have published only xx research papers. At this point we note several publications in review or preparation and significant proposals pending, indicative of an upward trajectory.

**Service** *{sample paragraphs/sentences from a variety of service performances}*

Your service contributions are somewhat less than might be expected even for junior faculty. We do not encourage an over-emphasis on service at this point in your career, but a little greater contribution to your Department, College, or profession would be appropriate.

Your service has been appropriate for a junior faculty member. We particularly wish to congratulate you for your contributions to diversity through XXX and the YYY programs.

## **Objectives**

Our objectives are to develop promotion/tenure casebook procedures for the complete electronic submission of casebooks, and to establish standard casebook formats.

- **Format**

*General:*            Margins:            1” top, bottom, left, right  
                              Font:                    Times New Roman or Times, size 11  
                              Page Numbers: Number the pages after the full casebook is assembled within the MSWord file. *External letters must be numbered in sequential order (1, 2, 3) Do NOT number pages as 1a, 1b, etc.*

- **Format content**

The format content for the casebooks is outlined in Section M., “Detailed Instructions for Preparation of Casebooks.”

- **Electronic submission**

All sections, except the section containing internal and external letters, must be submitted as one MSWord file email attachment to Sherry Hall at [sfolsom@umich.edu](mailto:sfolsom@umich.edu).

The electronic (MSWord) *Promotion/Tenure Guidelines* and *Casebook template* may be downloaded from the ADAA website: <http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>. This file contains the required *style* sheet with linked headers to the table of contents (TOC). **Please do not change any of the “heading 1, 2 or 3” style formats.**

Please see directions that follow this page for using the Table of Contents (TOC) function in the style sheet in the MSWord file and notes about the style sheet formats. The TOC is hyper linked to the specifically formatted headers in the casebook body.

- **Hard copy submission**

Submit only a hard copy of the signed department letters, and all internal and external review letters, along with accompanying emails if applicable. Once the ADAA Office submits casebooks to the Provost Office, departments will be contacted to destroy their copies.

- **The Electronic Casebook**

The final MSWord copy is to be uploaded to ctools. The ADAA office will create a .pdf file from the MSWord document, scan and insert all letters, and write to CDs for the Executive Committee and Department Chairs (limited copies of the casebook will be made as required).



**Directions for using the electronic (Word) format file and hyper linked Table of Contents (TOC).**

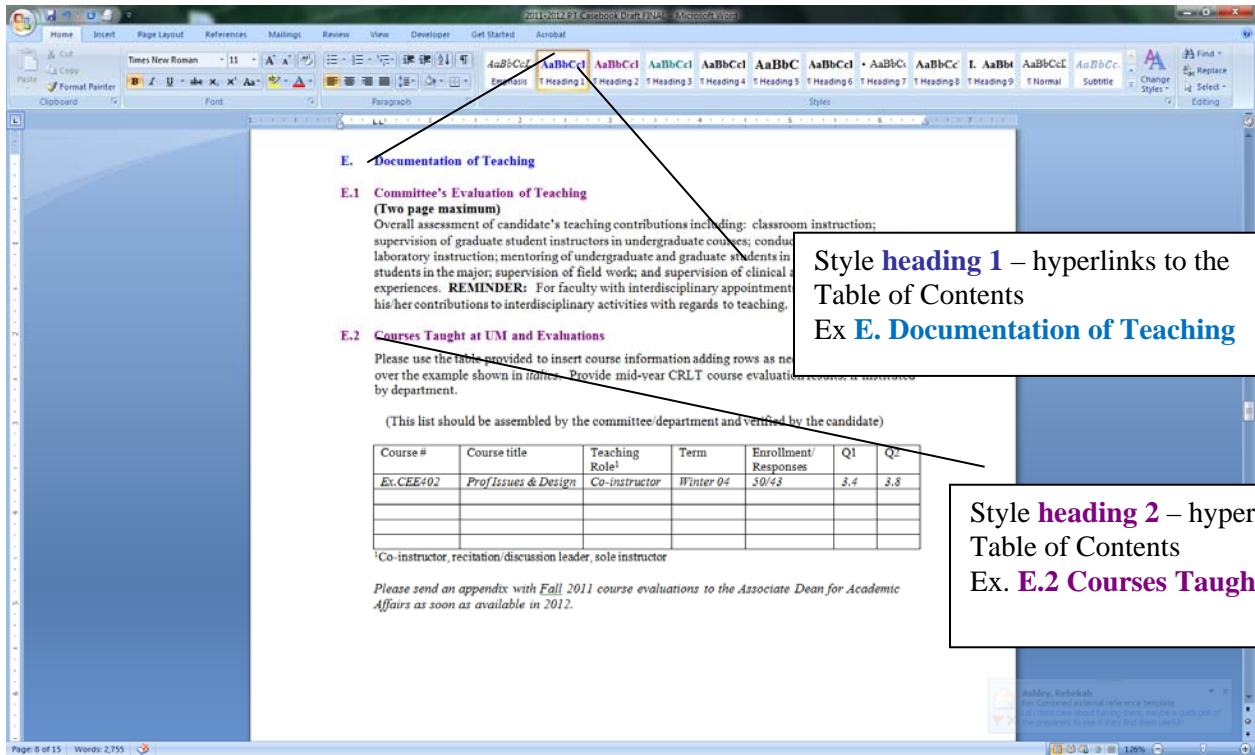
The footer is formatted for automatic page numbering and for display in the TOC.

The Table of Contents is hyper linked to and generated from the associated headers in the casebook body. For example:

“E. Documentation of Teaching” (in the TOC) comes from the section E header entitled “Documentation of teaching” in the casebook body. The style sheet, attached to this electronic MSWord file, has three headers with hyper linked formats:

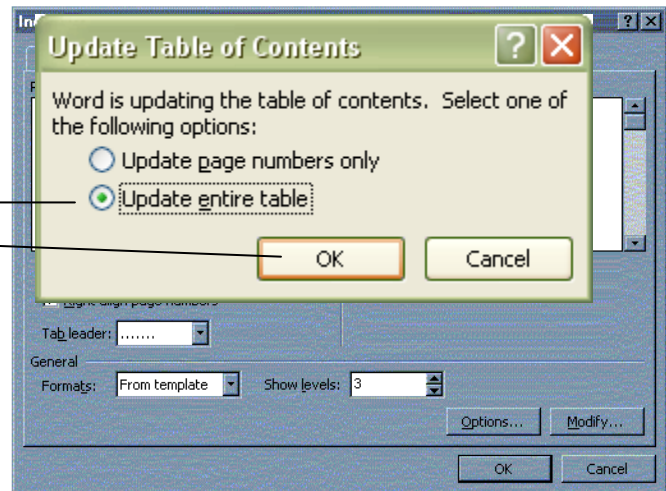
- heading 1: links to text headings for sections A, B, C, etc.
- heading 2: links to text headings for sub sections E.1, E.2, and so forth
- heading 3: links to text headings for sub sections F.2.2, F.2.3, and so forth

Do not reformat these headings by using another style format.



Directions for using the *insert* menu in the *Index and Table* in the tool bar to generate the Table of Contents.

Put your cursor at the top of the TOC table and click on the TOC to highlight the page.  
Go to the *References* tab on the tool bar and click on *Update Table*.  
Select *Update entire table*.  
Click OK.



Alternately, put your cursor at the top of the TOC table and click on the TOC to highlight the page. Right click. Select *Update Field*, and choose *Update entire table*.

**FORMAT OF PROMOTION/TENURE CASEBOOKS**

Length:	Any casebook exceeding 20 pages (Sections E through H, not including CV, cover letters, internal or external letters of evaluation, appendix) will be returned.
Margins:	1" top, bottom, left, right
Font:	Times New Roman or Times, size 11
Sections:	Separate each major section (A, B, C, D...) with a page break.
Footer:	Insert candidate name and the academic year of review in footer.
Note:	Do not insert scanned documents into the casebook.

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**A. Three page promotion and/or tenure recommendation prepared by the Chair and/or advisory or executive committee**

[See [http://www.provost.umich.edu/faculty/promotion\\_guidelines/Attachment%20D.pdf](http://www.provost.umich.edu/faculty/promotion_guidelines/Attachment%20D.pdf) for sample.] **Instructional track and research professor track only**

- A minimum of five quotes is required. For those reviewers quoted in the three page recommendation, indicate the reviewer by labeling a copy of the original letters as Reviewer A, Reviewer B, Reviewer C, etc. (pencil in upper right hand corner of letter). **REMINDER:** Please make a copy of the original letters and on the copy highlight the text used for quotes. **PLEASE DO NOT HIGHLIGHT THE ORIGINAL LETTERS.** (*Do not include quotes from internal reviewers.*)

**B. Cover letter prepared by the Dean**

- Provide title page only – the ADAA office will prepare this section.

**C. Chair/Department Letters**

1. Letter prepared by Department Chair.  
Document the department decision-making process (i.e., vote by faculty at rank or higher, or department executive committee), the vote tally, and the chair’s own recommendation. Insert text into casebook and provide a signed original to the ADAA Office.
2. Letter from the Review Committee to the Department Chair presenting their conclusions and recommendation. (Insert text into casebook and provide a signed original to the ADAA Office.)  
The letter must include the vote tally of the committee’s recommendation. According to the Provost guidelines on promotion and tenure, “The assessment should be written from an evaluative, not an advocacy, perspective and should present a balanced summary of the strengths and weaknesses of the case. Be sure to discuss any negative reports or reviews included in the casebook.”
3. Letter prepared by joint/additional Department Chair.  
Required only if candidate has an appointment (0% or higher) in another school or department.
4. Optional letters from Review Committee members, if they disagree with the Committee’s recommendation or wish to modify the letter. Absence of these letters will imply agreement with the Committee’s letter. Insert text into casebook and provide a signed original to the ADAA Office.
5. Letter from the Review Committee to the candidate.  
(1 page maximum)  
Written summary to the candidate including the salient aspects of the case, positive and negative, and a request for formal input from the candidate on the summary. **A recommendation of the Review Committee should not be included.** The original, signed assessment letter is submitted to the candidate simultaneously with submission of the casebook to the Department Chair. Insert text of the letter into the casebook and provide a signed copy to the ADAA Office. Please see the sample letter in **Section J: Example letter**

*from Review Committee to Candidate of the Guidelines.* Please do not use this example as a template, but as an example of the level and tone of such letters.

**D. Curriculum Vitae**

Candidate must use template provided by ADAA office. The template is available for download at: <http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>, or fill in contents below.

- Insert CV here

## **E. Documentation of Teaching**

### **E.1 Committee's Evaluation of Teaching (Two page maximum)**

Overall assessment of candidate's teaching contributions including: classroom instruction; supervision of graduate student instructors in undergraduate courses; conduct and supervision of laboratory instruction; mentoring of undergraduate and graduate students in research; advising students in the major; supervision of field work; and supervision of clinical and practicum experiences. **REMINDER:** For faculty with interdisciplinary appointments, please comment on his/her contributions to interdisciplinary activities with regards to teaching.

## **F. Documentation of Research**

### **F.1. Committee's Evaluation of Research and Impact (Two page maximum)**

- Overall assessment of candidate's contributions to research. Provide a qualitative assessment of the intellectual contributions made by the candidate in these projects. **REMINDER:** For faculty with interdisciplinary appointments, please comment on his/her contributions to interdisciplinary activities with regards to research.
- Contributions to technology transfer and entrepreneurship, if applicable.
- Assess the national and international visibility of the candidate and his/her impact on his/her field. Indicate criteria for assessment (invited talks, conference papers or journal articles, citations, etc.). Your assessment should also include comments on the impact of the candidate's work.

### **F.2 Ranking of Journals**

#### **F.2.1. Candidate's own ranking of journals/conferences**

#### **F.2.2. Committee's ranking of journals/conferences**

- Committee's qualitative ranking of the journals and proceedings in the candidate's list of publications, and implications of impact factors of journals if any.
- Comment on conventions of order of authors in the candidate's discipline (e.g., lead author last).
- If citations and H-index are used, please verify with the candidate.



**G. Documentation of Service**

**G.1. Committee's Evaluation of Service  
(One page maximum)**

Overall assessment of candidate's contributions to service including diversity and climate activities

## H. Brief Description of Credentials of External Reviewers and Relationship to Candidate

### H.1. External reviewers (listed alphabetically by last name) who provided review letters

Designate each reviewer as either “arm’s length” or “not arm’s length” and note whether the reviewer was suggested by the candidate or by the department. Please use Attachment G as an example of format ([http://provost.umich.edu/faculty/promotion\\_guidelines/Attachment%20G.pdf](http://provost.umich.edu/faculty/promotion_guidelines/Attachment%20G.pdf) )

**Arm’s length letters can be from persons who have been co-authors, major research collaborators, and former faculty colleagues with the candidate if the most recent association occurred over 10 years prior to the promotion. Teachers, advisors, mentors, and current or former faculty colleagues (see exception above) are not "arm's length." We do not consider letters from persons who have served on a candidate’s thesis or dissertation committee to be “arm’s length.”**

Note: If a non-academic external reviewer is identified as being “arm’s length”, provide justification that the title held by the reviewer equates to or is at a level above the academic rank to which the candidate is being considered for promotion.

- name and title(s)
- institution or corporation
- brief description of his/her credentials, including well understood measures of stature such as: fellows of societies, members of the NAE, editorships, endowed chairs and leadership in professional society offices
- his/her relationship to the candidate (e.g. classmate, personal friend, graduate instructor, dissertation committee member, co-author, or co-investigator). Dissertation advisors, major collaborators, if included, are not considered part of the minimum count for external letters
- **For Instructional Faculty Only**

A minimum of five quotes is required. For those reviewers quoted in the Regent’s 3 page recommendation, indicate reviewer by labeling a copy of the original letters as Reviewer A, Reviewer B, Reviewer C, etc. (lightly pencil in upper right hand corner of letter). Copy the original letter and highlight text used for quotes. *(Do not use highlighter on original letters. Do not include quotes from internal reviewers. Do not label review letters not quoted.)*

### H.2 External Reviewers who did provide review letter

A listing of external reviewers, alphabetically by last name, who were asked to write a letter but declined to do so and the reason for declining. (Do not include biographical information.)

**I. Sample Letter Sent to External Reviewers**

Include a sample letter sent to all the external reviewers. The letter of request must be the same for all external reviewers and include the required text shown in the CoE Guidelines Section G: Sample Letter for External Recommendations.

## **J. Evaluation Letters by all External Reviewers**

Include letters from evaluators outside the U of M (minimum of five (5) “arm’s length” letters). While letters from persons who have served as the candidate’s thesis adviser or major collaborator can be especially helpful (because they can be presumed to have a good sense of both the person and the work), it is also true that their own reputations are involved in the work being evaluated. If such letters are included, they must be in addition to the minimum requirement of five.

All letters received must be included. Original, signed letters are preferred, however we will also accept:

- Evaluation letters sent by fax with the appearance of an original signature (obvious electronic signatures will be returned)
- Evaluation letters uploaded to a secure website
- Evaluation letters sent by email:
  - If the text is in the body of the email (needs to be a university or business address, we will not accept personal email addresses); or
  - If the email attachment is accompanied by the original email within which it came (needs to be a university or business address, we will not accept personal email addresses); or
  - If the person only has a personal email address, it will be accepted only if the email is followed by a hardcopy of the letter
- If a letter is received without a signature, and it was not delivered electronically, a verification letter or email may be submitted indicating the authenticity of the letter.
- For those letters requiring backup documentation ONLY, submit in hard copy as noted in Section I. DO NOT include documentation for those letters received with original signatures.

## K. Evaluation Letters by Internal Reviewers

- Faculty (include a minimum of 2 letters)  
Provide a list of all internal reviewers contacted.
- Students (undergraduate and graduate students, for a total of 6 ~ 8 letters)
- List students, undergraduate or graduate, and note whether the student was suggested by the candidate or by the committee.

Selection of undergraduate students: Letters from a wide range of students are desirable; therefore, letters should be solicited from students at different performance levels (e.g., letter grade equivalents of A, B, and C ranges). The faculty candidate will recommend half of the names of undergraduate students, and the committee, through the department advising office, will identify the other half. Letters will be solicited from this cohort. **A minimum of four undergraduate student letters are required and at least one MUST come from the committee's list and not a member of the candidate's research group.**

- A minimum of two letters must come from graduate students.
- Sample letters to students are found at:  
<http://www.engin.umich.edu/admin/adaa/admins/ptr/index.html>.
- Other personnel
- All letters received must be included

## **Appendix – Records of Communications**

- a. Include a copy of the email sent to all external reviewers.  
(Insert text of email here.)
- b. Include a copy of the email sent to all internal reviewers.  
(Insert text of email here.)
- c. Include a copy of the email sent to all students.  
(Insert text of email here.)

*M: Excerpt from Appendix III of the College of Engineering Rules of the Faculty dated April 8, 1997*

## **INCLUDE THE FOLLOWING INFORMATION IN THE LETTER TO EXTERNAL REVIEWERS**

### **Associate Professor:**

Appointment to the rank of Associate Professor is given only to persons of established professional stature who have demonstrated scholarly or creative ability, established a strong base of research and are superior in teaching ability.

The appointment as Associate Professor does not automatically carry indeterminate tenure. As described below, the tenure decision in the College is a separate decision from appointment or promotion but may be made concurrent with them.

### **Professor:**

Promotion or appointment to the rank of Professor is based on a record of accomplishments and contributions in teaching, research, and service such as to qualify one as a national and international leader in his/her field. The appointment to Professor is formal recognition that the individual has generated professional momentum, which will reflect itself in the strength of the College for the balance of his/her active career.

His/her contributions and judgment will continue to determine the pattern of engineering education deemed to be responsive to the needs of the future.

Promotions to this rank would normally be from previously tenured faculty. New appointments from outside the existing faculty normally will be without tenure and as with the other grades the tenure status will be determined independently.

### **Guidelines on tenure are as follows:**

The maximum time a faculty member, other than adjunct, can hold non-tenured appointments at instructor and/or professorial ranks combined is seven years. A faculty member who has served six years and is not recommended for tenure by the Executive Committee at that time will be given a one year terminal appointment. Since tenure depends in part on faculty requirements, no assurance of the granting of tenure can be given even to those whose performance is satisfactory.

Each year the Executive Committee gives specific attention to the total number of tenured positions in the College in order to insure adequate flexibility and fiscal responsibility. The current high tenured position of the College has prompted the Executive Committee to make the following policy decision:

The Executive Committee will in general not consider appointments to tenure at any rank until the full six years of University of Michigan service have been completed.

Departments are to prepare recommendations for tenure in the same manner as they do recommendations for promotion. Specific consideration will be given by the department and the Executive Committee to:

- The need for faculty members within the specific area of expertise of the faculty member under consideration;
- The number of faculty members who hold tenured positions in the department and the College at that time; and
- The qualifications of the faculty member considering his/her total record of accomplishment in teaching, research, and service.

In summary, appointments, promotions, and the granting of tenure are not automatic nor do they simply depend on length of service. All such actions must be recommended and made on the basis of demonstrated merit. It is assumed that, as members of the staff mature in experience, they will become more effective teachers, researchers, and scholars. To that extent the qualifications for appointment, promotion, and tenure will be progressively more exacting at each successive rank.



## **PROVIDED FOR INFORMATION ONLY – DO NOT INCLUDE IN CASEBOOK**

*N: Qualifications for Appointment and Promotion in the Several Faculties of the University of Michigan*

Since the University of Michigan is responsible for maintaining high standards of teaching, research, and service to the people of the state in a wide variety of fields, it is essential that its faculties be composed of men and women with superior personal and professional qualifications. The following statement is issued for the guidance of administrative officers and of other members of the staff who are responsible for ensuring that all persons appointed or promoted in the several faculties are thoroughly qualified to discharge the duties of their respective positions.

Teaching. Essential qualifications for appointment or promotion are character and the ability to teach, whether at the undergraduate or the graduate level. Some of the elements to be evaluated are experience, knowledge of subject matter, skill in presentation, interest in students, ability to stimulate youthful minds, capacity for cooperation, and enthusiastic devotion to teaching. The responsibility of the teacher as a guide and friend properly extends beyond the walls of the classroom into other phases of the life of the student as a member of the University community. It also involves the duty of initiating and improving educational methods both within and outside the departments.

Research. All members of the faculties must be persons of scholarly ability and attainments. Their qualifications are to be evaluated on the quality of their published and other creative work, the range and variety of their intellectual interests, their success in training graduate and professional students in scholarly methods, and their participation and leadership in professional associations and in the editing of professional journals. Attainment may be in the realm of scientific investigation, in the realm of constructive contributions, or in the realm of the creative arts.

Service. The scope of the University's activities makes it appropriate for members of the staff to engage in many activities outside of the fields of teaching and research. These may include participation in committee work and other administrative tasks, counseling, clinical duties, and special training programs. The University also expects many of its staff to render extramural services to schools, to industry, to local, state, and national agencies, and to the public at large.

### **APPOINTMENT AND PROMOTION**

In making their recommendation for either appointment or promotion, the responsible departments and colleges will study the whole record of each candidate. To warrant recommendation for initial appointment, candidates must have given evidence either here or elsewhere of their ability to handle satisfactorily the duties of the positions in question. To warrant recommendation for promotions, candidates must have shown superior ability in at least one phase of their activities and substantial contribution in other phases. Naturally, persons who make a distinguished contribution in all aspects of their work may expect more rapid promotion than persons of more limited achievement.

Promotion is not automatic nor does it simply depend on length of service. All promotions are recommended and made on the basis of demonstrated merit. The University endeavors to recognize distinguished performance by adequate increases in salary and early promotion. For this reason a call to another position is not by itself considered a sufficient reason for promotion but may be one of the factors to be taken into consideration in the timing of a promotion.

It is assumed that, as members of the staff mature in experience, they will become more effective teachers and scholars. To that extent the qualifications for appointment and promotion will be progressively more exacting at each successive rank. In particular, promotion to the rank of associate professor, which entails indeterminate tenure, will be approved only when a person has given such clear evidence of ability that they may be expected, in due season, to attain a professorship.

Adopted by the Board of Regents, April, 1935, revised April, 1954