*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 message 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*

# Attachment F-1

**New for 2016-17:**

**Letters required by the**

**Provost Office**

***Instructional tenure track promotion***

***non-interdisciplinary appointments***

**SOLICITATION LETTER TEMPLATE**

***At a minimum, the following language is required:***

[Date]

[Name]

[Title]

[Department]

[Institution]

[Street Address]

[City, State, Zip]

Dear Professor [Name]:

The [Unit(s)] at the University of Michigan [is/are] considering [Candidate Name] for promotion from the rank of [specify rank; specify with/without tenure] to the rank of [specify rank; specify with/without tenure]. Faculty at the University of Michigan are promoted on the basis of research, scholarly, and creative contributions; teaching ability; and service. Recognition of the quality of their work by their peers is a significant factor in the review process. We value your candid assessment of [Candidate Name’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 Name] for promotion.

[*ONLY FOR TENURE TRACK FACULTY SEEKING TENURE*: Please keep in mind that at the University of Michigan the criteria for the granting of tenure are the same regardless of the length of a candidate’s service as an untenured faculty member. [[*ADD THE FOLLOWING SENTENCE IF THE SCHOOL/COLLEGE ONLY ALLOWS ONE ATTEMPT AT TENURE: “*Also note that, except in rare circumstances, a review for tenure in [Unit] can only occur once.”]] We ask that you be attentive to our policies in your evaluation of [Candidate Name].]

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 comments on the following issues:

1. How do you know [Candidate Name]? (In what capacity and for how long?)

1. What are your impressions about the quality, quantity, focus and scholarly impact of [Candidate Name’s] works?
2. Which, if any, of the scholarly publications or works do you consider to be outstanding?
3. How would you estimate [Candidate Name’s] standing in relation to others in [his/her] peer group who are working in the same field?
4. How would you evaluate [Candidate Name’s] service contributions to the discipline;

that is, [his/her] work on professional committees, as a reviewer of proposals or papers, as an editor, or similar activities?

1. Might [his/her] work meet the requirements for someone being considered for promotion and, if applicable, tenure at your institution?

***[The following paragraph (word-for-word) must be included in***

***ALL letters soliciting an evaluation of the candidate.]***

***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. Because the University is 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.***

We request that you return your review to us by [Date]. 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.

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. Should you fail to respond, this will be so noted in the promotion record. If you need further information, please contact [Contact Name] at [Phone/Email].

Sincerely,

[Name]

[Title]

Enclosures

*Sample letter for external recommendations for interdisciplinary appointments*

**New for 2016-17:**

**Letters required by the**

**Provost Office**

# Attachment F-2

***Instructional tenure track promotion***

***interdisciplinary appointments***

**SOLICITATION LETTER TEMPLATE**

***At a minimum, the following language is required:***

[Date]

[Name]

[Title]

[Department]

[Institution]

[Street Address]

[City, State, Zip]

Dear Professor [Name]:

The [Unit(s)] at the University of Michigan [is/are] considering [Candidate Name] for promotion from the rank of [specify rank; specify with/without tenure] to the rank of [specify rank; specify with/without tenure]. Faculty at the University of Michigan are promoted on the basis of research, scholarly, and creative contributions; teaching ability; and service. Recognition of the quality of their work by their peers is a significant factor in the review process. We value your candid assessment of [Candidate Name’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 Name] for promotion.

[*ONLY FOR TENURE TRACK FACULTY SEEKING TENURE*: Please keep in mind that at the University of Michigan the criteria for the granting of tenure are the same regardless of the length of a candidate’s service as an untenured faculty member. [[*ADD THE FOLLOWING SENTENCE IF THE SCHOOL/COLLEGE ONLY ALLOWS ONE ATTEMPT AT TENURE: “*Also note that, except in rare circumstances, a review for tenure in [Unit] can only occur once.”]] We ask that you be attentive to our policies in your evaluation of [Candidate Name].]

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.

**[Candidate 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 Name’s] work in your review of [his/her] scholarly contributions.**

***REMINDER***

We would appreciate your comments on the following issues:

1. How do you know [Candidate Name]? (in what capacity and for how long?)
2. What are your impressions about the quality, quantity, focus and scholarly impact of the [Candidate Name’s] works?
3. Which, if any, of the scholarly publications or works do you consider to be outstanding?
4. How would you estimate [Candidate Name’s] standing in relation to others in [his/her] peer group who are working in the same field?
5. How would you evaluate [Candidate Name’s] service contributions to the discipline; that is, <his/her> work on professional committees, as a reviewer of proposals or papers, as an editor, or similar activities?
6. Might [his/her] work meet the requirements for someone being considered for promotion and, if applicable, tenure at your institution?

***[The following paragraph (word-for-word) must be included in***

***ALL letters soliciting an evaluation of the candidate.]***

***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. Because the University is 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.***

We request that you return your review to us by [Date]. 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.

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. Should you fail to respond, this will be so noted in the promotion record. If you need further information, please contact [Contact Name] at [Phone/Email].

Sincerely,

[Name]

[Title]

Enclosures

*Sample letter for external recommendations for research professor promotions*

**New for 2016-17:**

**Letters required by the**

**Provost Office**

**Attachment F-4**

***Research Professor track promotion***

**SOLICITATION LETTER TEMPLATE**

***At a minimum, the following language is required:***

[Date]

[Name]

[Title]

[Department]

[Institution]

[Street Address]

[City, State, Zip]

Dear Professor [Name]:

The [Unit] at the University of Michigan is considering [Candidate Name] for promotion from the rank of Research [specify rank] to the rank of Research [specify rank] on the research professor track. Faculty at the University of Michigan on the research professor track are promoted on the basis of research, scholarly, and creative contributions; mentoring; and service. Recognition of the quality of their work by their peers is a significant factor in the review process. We value your candid assessment of [Candidate Name’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 Name] for promotion.

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 comments on the following issues:

1. How do you know [Candidate Name]? (in what capacity and for how long?)

1. What are your impressions about the quality, quantity, focus and scholarly impact of [Candidate Name’s] works?
2. Which, if any, of the scholarly publications or works do you consider to be outstanding?
3. How would you estimate [Candidate Name’s] standing in relation to others in [his/her] peer group who are working in the same field?
4. How would you evaluate [Candidate Name’s] service contributions to the discipline;

that is, [his/her] work on professional committees, as a reviewer of proposals or papers, as an editor, or similar activities?

1. Might [his/her] work meet the requirements for someone being considered for promotion at your institution?

***[The following paragraph (word-for-word) must be included in***

***ALL letters soliciting an evaluation of the candidate.]***

***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. Because the University is 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.***

We request that you return your review to us by [Date]. 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.

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. Should you fail to respond, this will be so noted in the promotion record. If you need further information, please contact [Contact Name] at [Phone/Email].

Sincerely,

[Name]

[Title]

Enclosures

*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>. 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>

1. *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>. 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 memorandum from Casebook Committee to Candidate* (1 page maximum)

Please do not use this example as a template, but as a guide for the level and tone of the message.

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 Michael Wellman 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-Engin.

**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 a junior faculty member. 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.

PROMOTION RECOMMENDATION

University of Michigan

College of Engineering

Department of [department name here]

[First/MI/Last], associate professor of [department], with tenure, Department of [department], and associate professor of [department], College of Engineering, is recommended for promotion to professor of [department], with tenure, Department of [department], and professor of [department], without tenure, Department of [department], College of Engineering. [*Include all joint/additional department titles.*]

Academic Degrees: [*In order of most recent degree.*]

Ph.D. 2003 [University], [Area of degree], [City], [State abbreviation – ex: MI]

B.S. 1998 [University], [Area of degree], [City], [State abbreviation – ex: MI]

Professional Record: [*In order of most recent appointment*]

2013 – present Associate Professor (without tenure), [Department of \_\_\_\_\_\_\_\_\_\_\_\_], University of Michigan [*If UM, don’t include city or state abbreviation here.*]

2010 – present Associate Professor (with tenure), [Department of \_\_\_\_\_\_\_\_\_\_\_\_], University of Michigan [*If UM, don’t include city or state abbreviation here.*]

2010 – present Director of [\_\_\_\_\_\_\_\_\_\_\_\_], Division of \_\_\_\_\_\_\_\_\_\_\_\_, University of Michigan

2004 – 2010 Assistant Professor, [Department of \_\_\_\_\_\_\_\_\_\_\_\_], University of California, Los Angeles, TX

2003 – 2004 Post-Doctoral Fellow, [department], [organization], [city, state abbrev, country]

Summary of Evaluation:

Teaching: Lorem ipsum dolor sit amet, consectetur adipiscing elit. Etiam vitae nisi urna. Nunc quis tincidunt ante, nec ullamcorper arcu. Ut fringilla pretium imperdiet. Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo. Nam vel bibendum sem, ut euismod orci. Mauris sed urna aliquet, suscipit sem id, mattis dui. Integer vehicula purus sed dapibus interdum. Vestibulum volutpat justo sed libero tempus ultricies. Sed quis quam ante.

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Recent and Significant Publications:

M. Jones, J. Hall, S. Piper, “Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo,” *Nature Materials*, 339, 1590, 2013.

P. Perry, H. Jackman, M. Kim, S. Piper, “Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo,” *Nature Materials,* 11*,* 1044–1050, 2012.

A. Wise, S. Hall, “Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo,” *Journal of Whatever,* 159, H864, 2012.

P. Smith, H. Addams, S. Hall, “Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo,” *Nature Chemistry,* 3, 467, 2011.

D. B. Gross, S. Lynn, “Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo,” *Journal of the Wildflowers*, 133, 5202, 2011.

Service: Lorem ipsum dolor sit amet, consectetur adipiscing elit. Etiam vitae nisi urna. Nunc quis tincidunt ante, nec ullamcorper arcu. Ut fringilla pretium imperdiet. Proin tincidunt nec magna id faucibus. Morbi mattis porta commodo. Nam vel bibendum sem, ut euismod orci. Mauris sed urna aliquet, suscipit sem id, mattis dui. Integer vehicula purus sed dapibus interdum. Vestibulum volutpat justo sed libero tempus ultricies. Sed quis quam ante.

External Reviewers:

Reviewer A: “Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo.”

Reviewer B: “Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo.”

Reviewer C: “Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo.”

Reviewer D: “Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo.”

Reviewer E: “Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo.”

Summary of Recommendation: Professor Whatshername is a very prominent and Pellentesque sapien arcu, laoreet a pulvinar quis, ultrices faucibus sapien. Maecenas ut ullamcorper urna. Fusce ut vestibulum sapien. Etiam ut tristique ligula. Pellentesque non lacus lectus. Integer tincidunt sollicitudin facilisis. Nam sed mi et dolor dapibus lacinia vitae vitae turpis. Aliquam vel elit lorem. Ut massa elit, feugiat accumsan convallis eu, convallis at quam. Aenean mattis mollis lorem ac posuere. Suspendisse sed luctus augue. Duis lectus nunc, sagittis ut elit a, bibendum porttitor leo. It is with the support of the College of Engineering Executive Committee that I recommend [First/MI/Last] for promotion to professor of [department], with tenure, Department of [department], and professor of [department], without tenure, Department of [department].

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Alec D. Gallimore, Ph.D.

Robert J. Vlasic Dean of Engineering

College of Engineering

May 2017