It is understood that all College and School guidelines will adhere to Ohio University Faculty Handbook Section C, the University’s Promotion and Tenure Procedures and Regulations.

I. SCHOOL COMMITTEES

By the end of the spring semester, all academic units in the College of Fine Arts will review and approve their own Promotion and Tenure Guidelines and Committee(s) for the following year. Guidelines and procedures for establishing these committees must be approved by each school faculty and be on file in the Office of the Dean. The document will specify the composition of the committee(s), the term of membership, and the method of choosing a chair. Academic units are charged with evaluating all candidates for promotion as well as reviewing the progress toward tenure of all tenure-track faculty annually. At the midpoint of the probationary period for each probationary faculty member, the committee(s) will conduct a comprehensive evaluation of the achievements in teaching, scholarly and/or creative research and service to determine the status of the progress toward tenure and promotion.

Committees shall evaluate each candidate for Promotion and/or Tenure based on established criteria in each of the three areas of consideration: teaching, scholarly and/or creative research and service and submit a report of the assessment, including any statements of minority opinions.

FORMULATING THE SCHOOL OF MUSIC COMMITTEE

The Promotion and Tenure Committee will comprise five (5) tenured, full-time Associate Professors or Professors elected by the faculty no later than last day of classes spring semester each year. The new Committee will meet and elect a chair by the end of spring semester. The Director and Associate Director will not serve on the Promotion and Tenure Committee. The committee will include faculty representation by area as follows:

- Academic Studies One (1) member
- Performance Two (2) members
- Professional Studies One (1) member
- At Large One (1) member

The term of service will be three (3) years. In the event that a member of the Promotion/Tenure Committee is unable to complete his/her term, new elections will be held to replace that member. The new member will serve a full term retroactive to the beginning of that academic year. No member may succeed him/herself before three (3) years have intervened.

For each Promotion and Tenure candidate, one student will be appointed by the Director of the School of Music, in consultation with the Advisory Committee, for the purpose of collecting and presenting current student feedback to the committee. The Promotion and Tenure Committee will provide student representatives with written information clearly defining their roles and
explaining procedures for collecting data. Copies of any survey instrument used in the collection of data from students will be furnished to the candidate. All reports to the committee by student members will be documented in writing.

**SCHOOL OF MUSIC PROCEDURES**

*All matters relating to promotion and/or tenure will be confidential.*

The Director of the School of Music will provide the Promotion and Tenure Committee a list of faculty members to be reviewed, the type of review to be conducted (i.e. tenure, promotion, progress toward tenure, progress toward promotion, or midpoint review), and the deadlines for completion of these reviews. The Director will also notify in writing all candidates undergoing a midpoint review, all candidates undergoing a tenure review, and all candidates eligible for promotion.

**Progress Toward Tenure:**
The Promotion and Tenure Committee will conduct an annual Progress Toward Tenure evaluation for each probationary faculty member. First-year faculty will receive their first Progress Toward Tenure report in their second year of employment, covering their first three semesters of teaching. The evaluation will be based primarily upon the faculty member’s Faculty Annual Report and evaluation letters from appropriate division chair(s) and area coordinator(s); a minimum of two letters will be solicited for the purpose of thorough consideration; at least one of these letters will include a report on a minimum of one observation of the candidate’s teaching. The Chair of the Promotion and Tenure Committee will solicit these evaluation letters, as specified in section VII.B. of the *Faculty Annual Review (FAR) Guidelines and Procedures* document governing annual merit evaluation. The director’s evaluation and the committee’s Progress Toward Tenure report for the faculty member from the previous year will be provided to the committee for reference. The committee will submit its Progress Towards Tenure report directly to the faculty member, with a copy given to the director. The Director will set the deadlines for this process according to university-mandated requirements.

**Midpoint Review:**
The Midpoint Review is both an annual Progress Toward Tenure report, plus an examination of all previous evaluation letters from appropriate division chair(s) and area coordinator(s). It may also encompass an examination of previous Faculty Annual Reports held on file. Additional documentation will not be required of the candidate. The Chair of the Promotion and Tenure Committee will solicit letters, as specified in section VII.B. of the *Faculty Annual Review (FAR) Guidelines and Procedures* document governing annual merit evaluation. The committee will submit its Midpoint Review/Progress Towards Tenure report directly to the faculty member, with a copy given to the director. Deadlines will be identical to the annual Progress Toward Tenure process.

**Consideration of Promotion:**
Faculty members eligible for promotion may request a Consideration of Promotion evaluation in a written statement to the chairperson of the Promotion and Tenure Committee, before the deadline announced in writing by the Director. This evaluation, covering the years since the last promotion, is based primarily on a review of director evaluation letters, but may also encompass
an examination of previous Faculty Annual Reports held on file. Additional documentation will not be required of the candidate. The committee will report to the Director of the School of Music, who will then submit a formal letter to the candidate by the date set forth in the Faculty Handbook. Other deadlines will be identical to the annual Progress Toward Tenure process.

**Tenure and/or Promotion:**
The Promotion and Tenure Committee will conduct a review of all candidates for tenure and all candidates eligible for promotion who notify the committee of their intention to seek promotion that year. Tenure considerations will follow the schedule as listed in the Faculty Handbook unless otherwise specified in the initial contract.

The School Director, in consultation with the candidate, will appoint an internal advocate to help the candidate through the Promotion and Tenure process. The advocate will not be the School Director; however, a candidate’s mentor may serve in this role.

In determining who will be considered, the Director will refer to the Faculty Handbook, the College of Fine Arts minimum criteria for promotion, and the faculty member’s initial contract. A faculty member may be considered for early tenure and/or promotion only in exceptional cases and upon recommendation of the Division Chair or Area Coordinator.

The committee will decide each case on the basis of the information contained in the dossier, supporting materials submitted by the candidate, letters of recommendation, student evaluations, materials collected by the student members of the Promotion and Tenure Committee, annual Director evaluations, and Progress Toward Tenure letters (in the case of tenure). The committee may also request reports or information contained in the candidate’s faculty file in the director’s office.

As a part of the Promotion and Tenure procedure, the candidate may be invited to appear in support of his/her promotion and/or tenure before the Promotion and Tenure Committee prior to the vote on his/her candidacy. All candidates will be informed in advance of areas to be discussed.

The Director will notify the candidate according to the procedures outlined by the Provost. The faculty member will receive a copy of the committee’s report to the Director regarding his/her candidacy.

**Grievance Procedures**
Should the faculty member feel a need for redress, he/she may appeal to the Promotion and Tenure Committee (through its chairperson) for reconsideration by the committee. After such reconsideration, a written statement concerning the decision will be supplied to the faculty member by the Director of the School of Music. If the faculty member desires further hearing, the procedures outlined in the Faculty Handbook will be followed.
II. COLLEGE COMMITTEE

The College Committee on Promotion and Tenure will be composed of a tenured representative from each school within the College of Fine Arts.

All members must be elected or appointed by the end of the spring semester for service during the following academic year. The committee will elect its own chair.

When the committee has not reached a unanimous vote on a candidate, the evaluative statement must include a discussion of the reasons for divergent opinions.

III. PROMOTION AND TENURE CRITERIA

The faculty of the College of Fine Arts are devoted to the training and development of professional artists, educators and scholars in visual art, dance, film, interdisciplinary arts, music and theater. The College regards the quality of teaching, research, creative accomplishments, and service to be vital. The integration and balance among these three areas are determined by each faculty member in accordance with the respective school promotion and tenure guidelines.

Criteria for Promotion and Tenure

The College is dedicated to maintaining high quality teaching effectiveness. Faculty are responsible for communicating rigorous and artistic discipline-specific standards, fostering critical thinking and research skills, developing an ability to communicate, and leading students to a mastery of the subject matter. This is achieved not only through effective teaching and advising, but also by setting a professional example in creativity, performance, exhibition activity or scholarship as appropriate to the discipline.

In the College of Fine Arts, a great deal of teaching extends beyond the classroom and may include the supervision of theses, projects, productions and guiding students to professional careers. Therefore the evaluation of teaching will include such activities as advising and supervision, quality of critiques, rehearsals and workshops.

Quality of Teaching

The College is dedicated to maintaining high quality teaching effectiveness. Faculty are responsible for communicating rigorous and artistic discipline-specific standards, fostering critical thinking and research skills, developing an ability to communicate, and leading students to a mastery of the subject matter. This is achieved not only through effective teaching and advising, but also by setting a professional example in creativity, performance, exhibition activity or scholarship as appropriate to the discipline.

In the College of Fine Arts, a great deal of teaching extends beyond the classroom and may include the supervision of theses, projects, productions and guiding students to professional careers. Therefore the evaluation of teaching will include such activities as advising and supervision, quality of critiques, rehearsals and workshops.
Quality of Creative and Scholarly Research
Creative, scholarly and interpretive contributions in the arts are equally valued and weighed. Accomplishments are expected to be of high quality and professionally significant. Contributions may include: new works of art; choreographed, musical or theatrical performance; scholarly publications; preparation of and participation in exhibitions; commissioned and professional work; other artistic and scholarly achievements. Continued artistic or scholarly contributions must be evident.

Quality of Service to the University, Society and the Profession
There should be evidence of contributions to departmental, college, university committees and programs and to the public through the extension of specialized knowledge and service to local, state and national organizations.

Promotion & Tenure from Assistant Professor to Associate Professor
University policy as stated in the Faculty Handbook (Section II.E.4) mandates that all awards of tenure and all promotions in rank must originate in a positive recommendation by the appropriate School Faculty Committee. Candidates for tenure who hold the rank of Assistant Professor will be reviewed simultaneously for tenure and promotion to the rank of Associate Professor. Early tenure and/or promotion decisions may be considered for a candidate whose productivity and achievement are exceptionally meritorious (Faculty Handbook, Section II.C.6.c).

Important to the College of Fine Arts are high quality teaching, a demonstration of professional achievement, including regional and increasing national prominence in professional activities, conscientious service and record of collegial responsibility. A pattern of achievement and productivity in these areas is expected along with demonstrable excellence as educators and professionals.

Promotion from Associate Professor to Professor
The minimum criteria criteria for promotion from Associate Professor to Professor are a distinctive and sustained level of productivity and achievement in teaching, professional activity, and service. There should be clear evidence of a national professional profile and professional activity. Minimum time in rank as an Associate Professor before being considered for promotion is five (5) years.

The College sets down general guidelines for all schools in the College with awareness that each school has developed discipline specific criteria for promotion and tenure.
ADDITIONAL SCHOOL OF MUSIC CRITERIA FOR PROMOTION AND TENURE

In the areas of **Professional Studies** and **Academic Studies** the following shall be required for promotion to:

- **Assistant Professor**
  - completion of Master’s degree

- **Associate Professor**
  - the doctorate or equivalent*; demonstration of Scholarship/Creative Activity, including regional and increasing national prominence.

- **Professor**
  - the doctorate or equivalent*; demonstration of notable and sustained professional activity on a regional and national scale; publication

In the area of **Performance** the following shall be required for promotion to:

- **Assistant Professor**
  - completion of Master’s degree or equivalent in professional activity

- **Associate Professor**
  - demonstration of further musical and Scholarship/Creative Activity, including regional and increasing national prominence.

- **Professor**
  - the doctorate or equivalent*; demonstration of notable and sustained professional activity on a regional and national scale.

* In music, the doctorate (Ph. D.; D. Mus.; Ed. D.; A. Mus. D.; D.M.A.) represents the highest level of formal education. We also recognize that significant accomplishments may constitute the equivalent of a doctorate. Among these are professional experience, creative and scholarly accomplishments, awards, professional service, and national or international stature in the candidate’s areas of expertise.

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**IV. PREPARATION OF EXTERNAL EVALUATION PACKET:**

The purpose of soliciting assessments by external evaluators of faculty applicants for promotion and tenure is to substantiate the contribution to the field primarily in the area of scholarly and creative research. However, assessments are welcomed in the areas of teaching and service should the evaluator have first-hand knowledge of these achievements.

Referees must be highly qualified artists/scholars with a professional stature or academic rank equal to or exceeding that which the candidate is seeking. Every effort should be made to ensure that the external reviewers have no personal connection that would bias the evaluation; the goal is a careful, thorough, unbiased appraisal of the packet as presented. Indirect relationships, such as familiarity with the candidate’s creative or scholarly work, observance of conference presentations or master classes, generally provide useful evaluative comments and are not reasons for disqualification. Letters from the candidate’s dissertation advisors, former teachers, co-authors, friends, relatives, or other persons closely aligned with the candidate will not be accepted as external review letters.
The candidate is invited to provide the school’s Promotion and Tenure Committee chairperson with a list of four possible evaluators and include a brief statement outlining their relationship by April 15th. It will be the responsibility of the school’s Promotion and Tenure Committee to develop the final list of possible external evaluators from suggestions provided by both the candidate and committee. This list will consist of at least six names and must include choices that originated with the committee. The selection must be completed no later than the last day of classes of the spring semester. The director of the school will contact in writing the selected evaluators by June 1st requesting their service. The confirmed list of external evaluators will be determined no later than the first day of Fall Semester. No fewer than four external reviewers should be included in Section X. of Binder I.

The preparation of the external evaluation packet is the responsibility of the candidate. Each candidate may consult with the school director or the chair of the Promotion and Tenure Committee in preparing his/her packet. The preparation should take place over the summer months and be completed by the candidate no later than September 1st.

The External Evaluation Packet will consist of the following:
- The candidate’s curriculum vitae;
- The representative samples of the candidate’s creative/scholarly work;
- The respective School’s criteria for tenure and/or promotion to the specified rank.
- A letter to external reviewers that summarizes their task and includes the school’s deadline for submitting their report.

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**ADDITIONAL SCHOOL OF MUSIC POLICIES FOR EXTERNAL REVIEWS**

For each potential external reviewer, candidates will provide a one-paragraph professional biography, as well as mailing and e-mail addresses and phone numbers.

For School of Music candidates, appropriate samples of creative/scholarly work to be sent to external reviewers include audio and video recordings, scores, published articles, book chapters, and course syllabi.

The School of Music Promotion and Tenure Committee will send external evaluation packets to each external reviewer on the final list of evaluators, along with a cover letter from the Director of the School of Music and the school’s criteria for tenure and/or promotion to the specific rank. The Director’s letter will indicate that the due date for external reviewers to submit their letters will be October 15. In addition to soliciting external letters, the committee will oversee the process of collecting them.
The Promotion & Tenure process begins in the Spring Semester prior to the year the candidate actually proceeds through the review process. This provides each School with adequate time to confirm the final list of external evaluators.

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>April 15</td>
<td>Candidate provides the School’s P&amp;T Committee Chair with a list of four possible evaluators, inclusive of a brief statement outlining their relationship with each evaluator.</td>
</tr>
<tr>
<td>Last day of Spring Classes</td>
<td>School committees will determine the final list of possible external evaluators from both the candidate and P&amp;T committee’s suggested lists (6 names). Thus the compiled list represents recommendations from both the candidate and committee.</td>
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<tr>
<td>First day of Fall Semester</td>
<td>The final confirmed list of external evaluators is determined.</td>
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<tr>
<td>September 1</td>
<td>The candidate should deliver the completed external evaluation packet to the School Promotion &amp; Tenure committee.</td>
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<tr>
<td>Second Friday in September</td>
<td>Candidate provides the School’s P&amp;T Committee Chair with their Promotion and Tenure dossier.</td>
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<tr>
<td>(School sets Deadline)</td>
<td>Each external evaluator should have completed his/her review and have sent their response to the School.</td>
</tr>
<tr>
<td>First day of Spring Semester</td>
<td>Promotion &amp; Tenure Dossiers (ONLY Binder I, and only those approved by the School) are due in the Dean’s Office.</td>
</tr>
<tr>
<td>March 1</td>
<td>Promotion &amp; Tenure Dossiers are due in the Provost’s Office. Dean notifies Director and candidate of any rejections.</td>
</tr>
<tr>
<td>April 1</td>
<td>Provost sends written notification to Dean, Director and candidate of approval/rejection.</td>
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Appendix

Format for the Promotion and Tenure Document

Candidates seeking promotion or tenure are required to submit thorough and accurate documentation in accordance with the criteria and guidelines specified in their School’s Promotion and Tenure document by the second Friday in September. Unless otherwise specified in those school guidelines or in this college document, or unless otherwise instructed by the Chair of the School Promotion and Tenure Committee, the dossier will cover activities since the beginning of the probationary term in the case of tenure matters, or since the last promotion in the case of promotion matters. Materials provided by the candidate are to be examined, verified, and evaluated by the School Promotion and Tenure Committee. If the candidate is recommended, the School will then forward to the College, in the format described below, the documentation required to justify its decision.

Binder I (1-inch, three-ring, loose-leaf, with tabbed separating pages between sections) will contain the required materials submitted by the candidate, the School Promotion and Tenure Committee report, external letters of review, and the School Director report.

Binder II (three-ring, loose-leaf, with tabbed separating pages between sections) will contain publications, posters, photographs, video and audio tapes, scores, slides, appendices, unsolicited testimonial letters, and any other supporting materials submitted by the candidate–plus an appendix to be used by the School Promotion and Tenure Committee for including the originals of letters or other material summarized in its report, but not included in Binder I.

---Begin School of Music Content---

Binder II Letters Solicited by School of Music Candidates

Candidates may request up to four letters from colleagues within the university and up to four letters from former students. Collegial letters must not be from members of the current Promotion and Tenure Committee or from faculty members writing peer evaluation letters, or from faculty members within the candidate’s division since those faculty members are required to provide input for the division chair’s letter of evaluation. Student letters must not be from students currently enrolled at Ohio University.

Candidates may solicit letters from professionals outside the university deemed inappropriate to serve as formal external reviewers, but whose insights may nonetheless be valuable to the Promotion and Tenure Committee.

All letters solicited by the candidate should be sent to the chair of the Promotion and Tenure Committee.

As a courtesy, the names of all persons solicited by the candidate are to be provided to the chairperson of the Promotion and Tenure Committee when the dossier is submitted.
Arrange Binder I according to the following sections:

I. Required Documents. [Chair of School Promotion and Tenure Committee and the Candidate]

A. Review Form for Promotion and/or Tenure (Signature Cover Sheet)
B. A copy of original contract
C. A copy of most recent appointment letter
D. A copy of the candidate’s original letter of offer
E. The School’s criteria for promotion and/or tenure
F. Annual review letters
G. Other official review letters (e.g. third-year review, etc.) if applicable

The annual review letters are the candidate’s director evaluations, and the other official review letters include the candidate’s Progress Towards Tenure letters.

II. Academic Preparation/Professional Training.

List institutions, dates of study, and degrees awarded. Also list post-doctoral awards, residencies, and other post-graduate study, whether leading to a degree or not. [This same information will be included in number 1 of Section XII.]

III. Professional Experience.

Provide a comprehensive list of teaching and/or other professional work experience (in reverse chronological order beginning with most recent); specify dates. Indicate date of last promotion, if applicable. [This same information will be included in number 2 of Section XII.]

IV. Teaching and Advising.

A. Personal Statement. (Optional)

B. Courses Taught. List the courses you have taught each academic term for the past three years. Provide course numbers, titles, enrollments, and assistance (teaching assistants, readers, etc.). Note any changes in your teaching assignment since your initial appointment.

C. Innovative Teaching. Describe any particularly innovative approaches you have developed during the course of your teaching. Include any original uses of technology where appropriate.
D. **Interdisciplinary Teaching.** List your contributions.

E. **Advising and Supervision of Students.** Indicate the number of undergraduate and graduate students you regularly advise. Indicate the number of undergraduate and graduate students you regularly advise. Indicate the number of thesis and dissertation committees you have chaired and served on. List any significant experiences supervising student exhibitions, performances, recitals, laboratory and field work, directing independent study, Honors College tutorials, participating in Study Abroad and participating in summer programs involving students. Detail any other noteworthy experiences offering students personal advising or assisting in Student Affairs activities.

F. **Evidence of Effectiveness.**

1. In **Binder I** summarize with a table the overall instructor rating for each course taught during the past three years and, if possible, include a comparison with average student evaluations for all instructors of similar courses in the School. List teaching awards and other recognitions, such as Outstanding Teaching Award, University Professor Award, presenter at Alumni College, etc. Include a brief listing of the highlights of student successes. You may include in a brief statement quoting highlights from written comments and testimonials received from students and colleagues.

2. In **Binder II** place original documents plus any supporting material from the above items along with other supporting material related to teaching effectiveness, such as the following:

   - Unsolicited testimonial letters from colleagues and students.
   - Copies of the actual written comments for a representative sample of courses
   - Sample syllabi, class handouts, examinations, and other related materials.

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**School of Music Content**

**Teaching and Advising in the School of Music**
The candidate should refer to the *School of Music Faculty Annual Report (FAR) Guidelines and Evaluation Procedures* document for the most comprehensive listing of activities and achievements to be considered in the category of Teaching and Advising.
V. Scholarship/Creative Activity.

Nature and Significance of Scholarship/Creative Activity.

Provide a brief statement explaining the nature and significance of your accomplishments to date in research or creative activity in Binder I. Place all supporting materials in Binder II, including any copies of publications, programs, exhibition catalogs, and audio, video, or computer media.

A. Creative Activity. [See School document for specific types.]

1. List creative work by type in reverse chronological order. Specify the nature of the exhibition/performance/publication, e.g., solo, group, original, re-creative, etc.
   - In collaborative creative work, clearly indicate your contribution.
   - Provide complete program information, the date, venue, sponsoring organization, publication data; specify, local, national, international, commercial, juried.
   - List separately any work submitted and accepted. Do not list work submitted but still under review.
   - Provide complete information about visiting artist residencies, clinics and/or festivals. Include only those in which you were a contributor.

2. Separately list reviews, competition results, jury members’ credentials (if available), and awards.

B. Scholarly Activity. [See School document for specific types.]

1. List publications by type (article, book, abstract, etc.) in reverse chronological order.
   - In co-authored publications, list authors in publication order. Clearly indicate your contribution to the publication.
   - Provide the complete publication information, date, publisher; specify local, national, international, commercial, refereed.
   - List separately any publications in press or submitted and accepted. Do not include publications submitted but still under review or publications in preparation.

2. Provide complete information about conference papers, invited lectures, symposia, workshops, and other professional presentations. Do not include conferences that you attended, but in which you had no professional role.

C. Grants and Awards. List proposal title, funding agency and duration of award.
Scholarship/Creative Activity in the School of Music
The candidate should refer to the School of Music Faculty Annual Review (FAR) Guidelines and Procedures document for the most comprehensive listing of activities and achievements to be considered in the categories of Scholarship/Creative Activity.

Professional, University, and Community Service in the School of Music
The candidate should refer to the School of Music Faculty Annual Review (FAR) Guidelines and Procedures document for the most comprehensive listing of activities and achievements to be considered in the category of Service.

College of Fine Arts Content

VI. Professional Service.
List any memberships in professional associations, memberships on commissions and committees, offices held, or service to profession. Provide any assessments of these activities in Binder II.

VII. University and Community Service.
List any contributions to university governance through serving on or chairing school, college, or university committees, task forces, work groups, and ad hoc committees. List any contributions to community, civic, or political organizations.

VIII. Inter-Unit Contributions.
List any contributions beyond teaching to interdisciplinary, inter-school, or inter-university programs and activities; service on thesis or dissertation committees not noted above; program development, curricular planning, or other contributions to other units.

IX. School Promotion and Tenure Committee. [Chair of School P&T Committee]
A. School Promotion and Tenure Committee.
List of members, including faculty ranks and fields of specialization.

B. Recommendation of the Promotion and Tenure Committee.
Provide a copy of the letter of recommendation of the School’s promotion and tenure committee. This letter will indicate the committee vote.

C. Peer Evaluations. Follow School guidelines.
**Binder I** Letters Solicited by the School of Music Promotion and Tenure Committee  
Included in Binder I (Section IX-C.), will be two evaluation letters solicited by the Chair of the Promotion and Tenure Committee from the candidate’s division chair and area coordinator, as specified in Section VII.B. of the *Faculty Annual Review (FAR) Guidelines and Procedures* document governing annual merit evaluation. It is required that these letters include input from all tenured and untenured members of the division(s).

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**College of Fine Arts Content**

**D. Additional Supporting Material.**  
Summaries of any additional documents that played a significant role in helping the committee arrive at its decision may be included in the Committee report. Such documents might include collegial letters not part of the School’s official Peer Review process, testimonial letters from qualified professionals not included in the formal external review, letters from former students, etc. Original documents may be submitted in the appendix of *Binder II*.

**X. External Letters of Reference. [Chair of School P&T Committee]**

Provide copies of all external letters solicited and received. Provide a brief one-paragraph professional biography with a description of the referee’s scholarly/creative accomplishments and/or professional standing, along with a statement indicating any relationship to the candidate. Submit an External Review Process Report that includes a copy of the letter used to solicit external reviewers and describes (1) why these reviewers were chosen; (2) how they were contacted; and (3) what they were sent to review.

**XI. Recommendation of the School Director. [School Director]**

The School Director will provide a complete and incisive evaluation of the candidate’s professional progress and prospects. Address standards of teaching, scholarship, and creative activity in the School and assess the venues in which the candidate’s work has appeared. Describe any special considerations with respect to teaching, creative activity, or scholarship in the candidate’s field. Indicate how the candidate fulfills the promotion and tenure criteria of both the School and the College. Note any School-wide votes, indicating pro, con, and abstention numbers.
XII. Curriculum Vitae. [Prepared by the candidate]

Provide a separate comprehensive curriculum vita (CV). This document should cover the entire career of the candidate in a format suitable in length and content for grant applications or initial employment applications. It should contain a listing of the following items:

1. Complete education background.
2. All relevant professional employment.
3. Highlights of professional activities.
4. Highlights of service activities.
5. Any other relevant information normally included on your professional vita.

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