



Tenure and Promotion Review Process Activities by Semester

(For additional details please refer to the *Tenure and Promotion [Handbook](#)*)

Interim prior to the academic year of candidacy

- **Initiator and candidate confer:** Initiator confers with prospective candidate. For promotion or early tenure, candidate provides CV and (if necessary) identifies preferred Statement on Significant Scholarly/Artistic Work, to help inform tenured members who will be considering the advisability of the candidacy.

Spring semester prior to the academic year of candidacy

- **Tenured members deliberate:** For promotion or early tenure, initiator meets with tenured members of department with rank equal to or greater than rank for which candidate would be considered, to determine advisability of proceeding with candidacy.
- **Chairs decide who will serve as the initiator in the review of a joint appointment:** In the case of a review of a faculty member holding a joint appointment, the two chairs and associate dean(s) shall negotiate who shall assume primary responsibility for coordinating the review and compiling the dossier. This decision should be made before any activity described below is scheduled. Primary responsibility does not mean sole responsibility and there may be a sharing of duties as deemed appropriate.
- **Initiator notifies Dean of the College of candidacy:** By **March 1**, initiator provides name of candidate to the Dean of the College.
- **Peer reviewers of teaching begin the [peer review](#) process:** Initiator and candidate select peer reviewers of teaching. Candidate provides portfolio of instructional materials to department. Peer reviewers begin to interview candidate, review materials, and observe instruction.
- **Department and IR&E prepare for student reviews of teaching:** Initiator, candidate, and tenured members of department select student committee and collaborate with student committee and Institutional Research and Effectiveness to prepare additional questions for student review of teaching questionnaire. Initiator and candidate collaborate with IR&E to prepare instructions for sample selection.
- **Department and Dean of the College prepare for external reviews of scholarly/artistic work:** Initiator, candidate, and tenured members confer to develop list of 3 to 5 prospective external reviewers of candidate's scholarly/artistic work. This list must include reviewer's title, name, mailing address, email address and telephone number. This list must be provided to the

Provost by **May 1**. Candidate updates CV and begins compiling portfolio of scholarly/artistic work for external reviewers and Tenure and Promotion Committee members.

- **Candidate identifies colleagues outside the department to contribute to dossier:** Candidate provides initiator with names of up to three colleagues outside the department, who will be asked to prepare statements concerning the candidate's contributions to the organizational effectiveness and community life of the college.
- **Candidate and administrative supervisor identify reviewers of administrative work:** If applicable, candidate provides initiator with name of a colleague with comparable administrative experience, and confers with administrative supervisor to identify up to three constituents of candidate's administrative office. Administrative supervisor provides constituents' names to initiator.
- **Dean of the College solicits external reviews of scholarly/artistic work:** By **May 1**, initiator provides ordered list of prospective external reviewers to Dean of the College, including complete contact information, rationale, and statement of relationship with candidate for each proposed reviewer. By **May 15**, the Initiator provides candidate CV, Statement on Significant Scholarly/Artistic Work (or comparable section of Joint Statement of Expectations) and portfolio of candidate's professional materials, to Dean of the College. The Dean of the College solicits the external reviews and provides them to the initiator on the shared drive as they are received.

Summer prior to the academic year of candidacy

- **Initiator solicits statements from other contributors to the dossier:** Initiator solicits statements from tenured members, St. Olaf colleagues outside the department, and (if applicable) from peer and constituent reviewers of candidate's administrative work.
- **IR&E begins administering the student review of teaching questionnaire.** IR&E selects the sample of students to be invited to participate in the review of teaching, using the information provided by the initiator in the sampling request form. IR&E also customizes the questionnaire for each candidate using the additional questions (if any) supplied by the department and student committee, and sends the questionnaire to the alumni in the candidate's sample. Second, third, and fourth requests are sent periodically into the early fall, or until a response rate of approximately 60% is achieved.
- **Candidate works on professional statement and instructional portfolio:** Candidate begins work on professional statement and updates portfolio of instructional materials available to tenured members and peer reviewers of teaching. (tenured members of the department must have access to the candidate's professional statement before they submit their statements of recommendation/rationale.)

Fall semester during the academic year of candidacy

- **Candidate works on professional statement:** Candidate continues to refine professional statement.
- **Peer reviewers of teaching complete reviews:** Peer reviewers continue to interview candidate, review materials, and observe instruction, and provide written reviews to the initiator for inclusion in the dossier.
- **IR&E and student committees complete work on the student reviews of teaching:** IR&E sends the student review of teaching questionnaire to current students in the candidate's sample, and sends follow-up requests through early October, or until a response rate of approximately 60% is achieved. IR&E then summarizes the quantitative data, and the student committee summarizes the qualitative data. IR&E provides individually-completed student review of teaching questionnaires, sample description, and quantitative and qualitative summaries of student review results to initiator. The initiator, with the assistance of the Provost's administrative assistant, makes the individually-completed questionnaires, the sample description, and the IR&E quantitative summary available to the tenured members of the department.
- **Non-tenured members share their opinions with the initiator:** Initiator solicits opinions of full-time, non-tenured members of department with at least two years of service at the College.
- **Tenured members, colleagues outside the department, and reviewers of administrative work submit their statements to the initiator:** Initiator receives completed professional statement from candidate and statements from (1) tenured members, (2) St. Olaf colleagues outside the department, and (3) reviewers of administrative work (if applicable). Initiator receives any outstanding external reviews from the Dean of the College. *NOTE:* If the initiator is also a tenured member of the department, the initiator prepares a tenured member's statement that is separate from the initiator's statement.
- **Initiator works with the Provost's administrative assistant to compile the dossier on the shared drive and prepares the initiator's statement of recommendation and rationale:** Initiator compiles all evidence and submits it to the Provost's administrative assistant who compiles the materials into the folder on the shared drive provided by the Dean of the College and prepares the initiator's statement of recommendation and rationale. The initiator and the Associate Dean should agree on a deadline for timely submission of the dossier by the initiator.
- **Associate Dean reviews completed dossier on the shared drive and prepares statement:** Initiator provides completed dossier on the shared drive to Associate Dean; Associate Dean prepares statement of recommendation and rationale.
- **Associate Dean provides statement to Dean of the College:** By **December 1**, the Associate Dean confirms the dossier on the shared drive is complete and provides his/her statement of recommendation and rationale to the Dean of the College. *(While the Faculty Manual sets the deadline of completion of the dossier be made available to the Associate Dean by Dec. 1, the number of reviews and the timing of the Tenure and Promotion Committee's deliberations often*

require that the completed dossiers, including the Associate Dean's recommendation and rationale, be submitted to the Dean (and thus to the Committee) no later than Dec.1).

- **Associate Dean's confers with candidate:** By **December 10**, Associate Dean confers with candidate in anticipation of the candidate's interview with the Tenure and Promotion Committee, informing the candidate of the general contents of the dossier.
- **Tenure and Promotion Committee begins review of written materials:** Tenure and Promotion Committee members begin reviewing dossiers and candidates' scholarly/artistic materials.

Interim and Spring semester during the academic year of candidacy

Note: Normally, these interviews and deliberations take place in December and early January subject to the number of reviews and the teaching schedules of the Tenure and Promotion Committee members.

Tenure and Promotion Committee continues review of written material: Tenure and Promotion Committee members continue reviewing dossiers and candidates' scholarly/artistic materials.

- **Dean of the College interviews candidate:** The Dean of the College interviews the candidate in advance of the Dean's meeting with the Tenure and Promotion Committee.
- **Tenure and Promotion Committee conducts interviews:** The Committee discusses the candidate with the appropriate Associate Dean, the initiator, and the Dean of the College. The Committee also interviews the candidate.
- **Tenure and Promotion Committee prepares recommendation:** The Committee prepares a written recommendation to the Dean of the College as to whether tenure and/or promotion should be granted to the candidate.
- **Dean of the College prepares recommendation:** The Dean of the College prepares a written recommendation to the President as to whether tenure and/or promotion should be granted to the candidate, and forwards his or her recommendation with the Committee's recommendation to the President.
- **President and Board take action:** The President provides the Board of Regents with the names of candidates to whom the President recommends that tenure be granted. Final tenure decisions are made by the Board. The Board delegates promotion decisions to the President.
- **Dean of the College meets with the candidate:** The Dean of the College informs the candidate of the outcome of the review process and to share the major conclusions and recommendations emerging from the review.
- **Candidate notification:** The President notifies the candidate of the outcome in writing.
- **Public announcement:** The names of faculty members receiving tenure and/or promotion are announced.