

# Process Guide for Promotion for On-track Academic Professionals

(probationary and continuing-status academic professionals)

Academic Affairs Manual (ACD) Policies governing review for promotion: [ACD 507-07](#).

For all stages, do not lock documents. Do not use Adobe Sign, Adobe Certificate, DocuSign, or cursive fonts to sign forms or letters. JPEG signature is accepted.

## Candidate Responsibilities

**Step 1. Candidate's reviewer list.** Candidate submits to unit chair/director/library administrator (hereafter referred to as "unit administrator") a list of at least 10 names of people the candidate recommends to serve as potential internal /external (hereafter referred to as "external") reviewers\* Five of the 10 names must be at approved peer or aspirational-peer institutions. Proposed reviewers by the candidate and the unit administrator must be experts who are qualified to provide a professional assessment of the impact and quality of the candidate's work in his/her field (see [ACD 507-07](#)). It is recommended that this occur early in the spring semester, following unit and college deadlines.

\* If no appropriate unit exists within the college/ASU Library, the decanal staff will complete the unit's action items.

**Step 2. Candidate's materials.** Candidate checks with unit administrator to determine the unit/library (hereafter referred to as "unit") submission deadlines for the following materials. According to the unit deadline, candidate submits electronic copies (PDF) of the following to the unit:

- a. **Curriculum Vitae.** A full and comprehensive curriculum vitae with page numbers and candidate name on each page.
- b. **Personal statement.** A personal statement up to four pages in length, single spaced, 12 pt. font with page numbers and candidate name on each page. The personal statement provides reviewers with evidence of excellence in position effectiveness as it relates to the candidate's position description; professional development and contributions; institutional, professional, and community service; and how these activities have built the foundation for continued professional growth.
- c. **Research and scholarship.** Any candidate whose position description includes an expectation of research/scholarship shall also submit the following:
  - i. Candidate completes the [Confirmation of Publications/Creative Materials Selections](#) by listing four publication titles or descriptions of creative activity reflecting his/her research, scholarship and/or creative activities; includes citation information as applicable and PDF page numbers.
  - ii. Candidate provides unit with electronic copies of publications/creative materials identified on the [Confirmation of Publications/Creative Materials Selections](#). A portfolio documenting overall professional activity may be submitted as one piece of evidence in lieu of a publication or other material reflecting scholarly/creative and professional endeavors.
  - iii. Candidate signs and submits [Confirmation of Publications/Creative Materials Selections](#) to the unit.
- d. **Evidence of excellence in teaching and mentoring.** Any candidate whose position description includes an expectation of teaching shall include evidence of excellence in teaching and mentoring. These materials are in addition to the [Summary of Student Evaluation of Instruction](#) provided by the unit, and are included in the *Teaching Evidence* section. Candidates should work with their unit administrator to identify appropriate materials that would effectively demonstrate an engaged effort to improve/sustain excellence in teaching and mentoring.

The dossier should include at least three different types of evidence of teaching excellence, one of which must be the candidate's *Summary of Student Evaluation of Instruction* as required by ABOR policy. Other types of evidence may include, but are not limited to:

- i. recent, objective, and substantive peer or unit administrator evaluations of teaching

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- ii. teaching or mentoring honors/awards
- iii. scholarship with a focus on pedagogy
- iv. evidence of student success through a sequence of courses
- v. evidence of mentoring such as student theses and dissertations (especially to completion)
- vi. papers co-authored with students and projects with student collaborators
- vii. evidence of student career success related to the candidate's teaching or mentoring
- viii. examples of effective teaching innovation by the candidate
- ix. peer review of student portfolios
- x. other evidence determined to be appropriate by the unit administrator in consultation with the candidate
- xi. facilitation of workshops on learning outcome assessment or other pedagogical topics

Evidence should not include student comments on evaluations, course materials (syllabi, sample tests), or other subjective materials. Material in this category should be selected carefully as the quantity of material counts toward the page/size limit described in the *Supporting Materials* section. Include a blank page with a note if there are no teaching materials.

- e. **Supporting materials (optional).** If applicable, based on the candidate's position description, candidate submits electronic (PDF) supporting materials to unit. Supporting materials may include a total of 50 pages not to exceed 10MB of additional electronic material highlighting excellence in position effectiveness, teaching, research, and/or service. Letters of support from any academic personnel outside the candidate's academic home are included in this section and are not confidential. Any academic personnel who will review and vote on the candidate should not contribute such a letter. (Note that the materials in item (d) are counted within this page/size limit.) Candidate completes, signs, and submits the [Confirmation of Optional Supporting Materials](#) sheet to the unit. The confirmation page does not count toward the 50-page limit. Indicate on form if there are no materials included in this section. Please include citation information as applicable and PDF page numbers on the form.

## Unit/Library (Unit) Responsibilities

- Step 3. Confirmation of unit criteria.** Unit confirms that the unit criteria (as mentioned in [P8, Academic Professional Requirements for Bylaws](#)) have been approved/posted by the provost office.
  - a. The approved or posted document (complete bylaws or policies/procedures) should include the criteria and indicate each level of approval or review attained (academic professional assembly/dean/university librarian/provost).
  - b. Bookmark the first page of the unit document(s) and the first page of the relevant criteria.
  - c. If unit criteria are not applicable, please include a page which indicates that.
  - d. Unit document is included in *Unit and College/ASU Library Criteria* section.
- Step 4. Preparation for external letters.** It is recommended that no later than May 15, the unit completes the following actions in preparation for external review:
  - a. Unit administrator develops a list of at least 10 names of people the unit administrator recommends to serve as potential external reviewers. Five of the 10 names must be at approved peer or aspirational peer institutions. Proposed reviewers by the candidate and the unit administrator must be experts who are qualified to provide a professional assessment of the impact and quality of the candidate's work in his/her field (see [ACD 507-07](#)).

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- b. Unit administrator, who has ultimate responsibility for identifying a sufficient selection of well-qualified reviewers, meets with dean/university librarian to review list of 20 names (candidate's list plus unit administrator's list). From the 20 names, the dean/university librarian identifies acceptable reviewers, equally divided between candidate and unit administrator lists.
- c. Unit administrator informally contacts list of acceptable candidates identified by the dean/university librarian. Informal contact is to ascertain reviewers' availability, with the goal of obtaining 10 available reviewers equally divided between the candidate and unit administrator lists. At least five reviewers must be from peer/aspirational peer institutions.
- d. Unit administrator completes the [Record of External Reviewers Grid](#) identifying reviewers who are available and will receive a formal invitation to participate in the review. Once an external reviewer has been formally invited to participate, the reviewer remains on the grid. Declined and no-response emails are not included with the received external reviewer letters. Indicate in the Participation Status column if an alternate is not contacted. External reviewers are listed with candidate-proposed reviewers in the first group and unit-administrator-proposed reviewers in the second group. Reviewers are assigned a C# for candidate-proposed reviewers, and an L# for unit-administrator-proposed reviewers. Assign the asterisk symbol \* to any reviewer listed as an alternate.
- e. Unit administrator signs and submits *Record of External Reviewers Grid* to dean/university librarian for signature. All reviewers must be approved by the dean/university librarian.

**Step 5. Formal invitations.** It is recommended that no later than June 1, the unit formally invites and sends review materials to the external reviewers identified on the dean-/university librarian-approved and signed External Reviewers Grid.

- a. Units are encouraged to use the [Sample Outside Letter – Academic Professionals](#).
- b. In soliciting external letters, unit must comply with the [Academic Senate Requirements for Solicitation of Outside Letters of Recommendation](#).
- c. Contents of review packets submitted to the unit to be sent to external reviewers:
  - i. Candidate's current curriculum vitae.
  - ii. The position description for the candidate.
  - iii. Candidate's personal statement.
  - iv. Candidate's publications or other material reflecting scholarly/creative and professional endeavors if the candidate's position description includes an expectation of research/scholarship. The portfolio documenting overall professional activity may be submitted as one piece of evidence.
  - v. A current copy of the approved academic unit and college/ASU Library promotion criteria.
- d. Unit coordinates receipt of the external letters and sends reminders for requested letters.
- e. Unit includes the reviewer C# or L# in the top right corner of the first page of each external reviewer letter.
- f. Units are encouraged to number the pages of each letter.
- g. Units are encouraged to acknowledge receipt of external letters.
- h. All external letters received must be signed by the external reviewer and included in the case file. If an unsigned external letter is received electronically, it should be received from the email address to which the invitation had been sent. Unit should include the email at the end of the attached letter.
- i. Unit administrator should note the participation status of each external reviewer on the *Record of External Reviews Grid*.

**Step 6. Submission to the unit personnel committee.** Unit submits electronic candidate file to unit personnel committee. File includes:

- a. Materials submitted by candidate as outlined in Step 2.

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- b. The **position description** for the candidate.
- c. **Teaching activities.** For candidates whose position description includes an expectation of teaching activities, the unit shall compile and include the [Confirmation of Teaching Evidence](#), and the [Summary of Student Evaluation of Instruction](#), and may include other data *directly related* to course evaluations.
  - i. Student comments should not be included.
  - ii. Comparative data of teaching evaluation summary and description of the rating scale are required.
  - iii. All teaching evaluation scores from multiple units should be included. Teaching evaluation scores for cross-listed courses can be merged as long as it is noted on the form under additional information.
  - iv. All years of teaching evaluation scores should be included for academic professionals applying for promotion and continuing status or continuing status only. The previous ten years of teaching evaluation should be included for academic professionals applying for promotion to full.
  - v. Academic-unit-directed peer-visit reports during the probationary period or since continuing status was granted can be inserted in the Teaching Evidence section by the unit.
  - vi. *Summary of Student Evaluation of Instruction* is the first document in the *Teaching Evidence* section and does not count toward the 50 page/10MB size limit.
  - vii. Unit bookmarks the first page of each item listed on the *Confirmation of Teaching Evidence* form.
  - viii. Units are strongly encouraged to review completed *Summary of Student Evaluation of Instruction* data and all other evidence provided which documents effective teaching (peer reviews, etc.) with candidate prior to unit personnel committee review of case materials.
  - ix. Include a blank page with a note if there are no teaching materials.
- d. **Faculty Sponsored Activity Report.** For candidates whose position description includes an expectation of research activities, the unit shall request from the dean/university librarian the *Faculty Sponsored Activity Report* (see instructional information in Important Reminders section). Include a blank page with a note if no sponsored account information is available or applicable.
- e. **External reviews.** Include the [Record of External Reviewers Grid](#), a copy of one official invitation letter, all external reviewer letters received, and reviewers' curriculum vitae.
- f. **Promotion criteria.** Include complete bylaws or policies/procedures with unit criteria bookmarked.

**Step 7. Addition of unit committee letter(s).** Unit adds signed internal letters with voting results and page numbers to the electronic case file from the following levels of review. If the committee vote is not unanimous, explicitly state the minority view in a separate section of the letter. Contextualize the vote in terms of the unit bylaws.

**Reminder:** All internal letters should refer to external reviewers by the number assigned to them on the *Record of External Reviewers Grid*; no names of individuals or institutions should be referenced in any internal letter.

- a. Unit personnel committee letter, signed by all members of the committee. If a separate signature page is necessary, include a sentence about the action being taken with the candidate's name at the top of the signature page.
- b. As applicable, a letter from a center director or non-home unit administrator (in the case of a joint appointment). Center directors/unit administrators who submit an internal letter and who belong to the home unit of the candidate may not vote on the case within the home unit.

**Step 8. Addition of unit administrator letter.** Unit submits complete file to unit administrator for review and recommendation. Signed unit administrator's letter, including page numbers, is added to the electronic case file. See [Best Practices: Academic Unit Letter](#).

**Reminder:** All internal letters should refer to external reviewers by the number assigned to them on the *Record of External Reviewers Grid*; no names of individuals or institutions should be referenced in any internal letter.

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- Step 9. Request form.** Unit completes *Request for Academic Personnel Action – Fixed-term Promotion (APA)* form with all appropriate signatures and adds to the electronic case file.
- Step 10. Oral statement.** The unit administrator may provide an oral statement of the strengths and weaknesses of the case to the candidate based on the reviews at the library or academic unit level; the candidate may choose to withdraw from further consideration at this point. If an academic professional withdraws the application for promotion review, the materials submitted by the candidate for the review shall be returned to the academic professional. Confidential materials will be placed in the personnel file of the academic professional in the supervising dean's/university librarian's office. In these instances, nothing will be forwarded to the Office of the Provost of the University unless promotion is sought along with continuing appointment in the final year of a probationary appointment, when the request package must go forward unless the candidate submits a resignation (see [ACD 507-07](#)). If the candidate chooses to withdraw from further consideration, the unit administrator contacts the dean/university librarian as soon as possible. The dean/university librarian then contacts the provost's office as soon as possible.
- Step 11. Submission to the college/ASU Library.** By the deadline established by the supervising college/ASU Library, the unit submits electronic PDF portfolio of each case to college/ASU Library for review and recommendation. All sections below are PDFs (no other format and no folders).
- a. The PDF portfolio shall include sections titled and ordered as follows:
    - 001\_APA form\_Last NameFirst Initial**
    - 002\_Curriculum Vitae\_Last NameFirst Initial**
    - 003\_Personal Statement\_Last NameFirst Initial**
    - 004\_Position Description\_Last NameFirst Initial**
    - 005\_Unit and College/ASU Library Criteria\_Last NameFirst Initial** (bookmarked)
    - 006\_Internal Letters\_Last NameFirst Initial**(personnel committee, unit administrator)
    - 007\_External Letters** (*Record of External Reviewers Grid*, sample of external reviewer request letter, followed by external letters as ordered on the grid, with bookmarks.)
    - 008\_Teaching Evidence\_Last NameFirst Initial\*** (*Confirmation of Teaching Evidence, Summary of Student Evaluation of Instruction*, followed by other evidence)
    - 009\_Faculty Sponsored Activity Report\_Last NameFirst Initial\***
    - 010\_Publications/Creative Material\_Last NameFirst Initial\*** (*Confirmation of Publications/Creative Materials Selections* followed by materials in order they appear on the form with bookmarks)
    - 011\_External Reviewers Curriculum, Vitae\_Last NameFirst Initial** (as ordered on the *Record of External Reviewers Grid* and bookmarked)
    - 012\_(Optional) Supporting Materials\_Last NameFirst Initial** (*Confirmation of Optional Supporting Materials* followed by supporting materials with bookmarks)
    - 013\_Addendum\_Last NameFirst Initial** (if applicable, [Confirmation of Addendum Materials](#), followed by materials (with bookmarks) that were added to the file after the first response from an external reviewer is received. See *Late-add Materials* and the *Important Reminders* section.)
  - \*As applicable based on the candidate's position description.
  - b. PDF portfolio should be saved and titled using the following naming convention: COLLEGE/ASU LIBRARY–UNIT–LastNameFirstName–ActionAcademicYear (e.g., LAW-LAWLIBRARY- SmithJane-Promotion2012-13)
  - c. Unit should reduce PDF portfolio and use the text recognition option before submitting to the college/ASU Library.
  - d. PDF portfolio should be uploaded to electronic site as directed by each college.

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- e. Do not send a hard copy of the file.

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## College/ASU Library Responsibilities

- Step 12. Submission to the college/ASU Library.** College/ASU Library submits PDF portfolio to college/ASU Library personnel committee. File includes:
- a. Materials submitted to and by the unit as outlined in previous steps.
  - b. Confirmed College/ASU Library criteria (as mentioned in [P8](#), *Academic Professional Requirements of Unit Bylaws*) which have been approved/posted by the provost office.
    - i. The approved or posted document (complete bylaws or polices) should include the criteria and indicate each level of approval or review attained (academic professional assembly/dean/university librarian/provost).
    - ii. Bookmark the first page of the unit document, the college document, and the criteria within those documents.
    - iii. College/University Library document is added to *Unit and College/ASU Library Criteria* section.
- Step 13. Addition of college/ASU Library committee letter(s).** College/ASU Library adds the internal letter, with voting results and page numbers, from the college/ASU Library personnel committee signed by all members of the committee at the end of the *Internal Letters* section of the PDF portfolio. If the committee vote is not unanimous, explicitly state the minority view in a separate section of the letter. Contextualize the vote in terms of the unit bylaws.  
**Reminder:** All internal letters should refer to external reviewers by the number assigned to them on the *Record of External Reviewers Grid*; no names of individuals or institutions should be referenced in any internal letter.
- Step 14. Addition of dean/university librarian letter.** College/ASU Library submits PDF portfolio to dean/university librarian for review and recommendation. Signed dean's/university librarian's letter, including page numbers, is added to PDF portfolio at the end of the *Internal Letters* section.  
**Reminder:** All internal letters should refer to external reviewers by the number assigned to them on the *Record of External Reviewers Grid*; no names of individuals or institutions should be referenced in any internal letter.
- Step 15. Request form.** College/ASU Library reviews for accuracy and updates the *Request for Academic Personnel Action – Fixed-term Promotion* (APA) form with all appropriate signatures and adds to the PDF portfolio replacing the previous APA form.
- Step 16. Oral statement.** The supervising dean/university librarian may provide an oral statement of the strengths and weaknesses of the case to the candidate based on the reviews at the college level; the candidate may choose to withdraw from further consideration at this point. If an academic professional withdraws the application for promotion review, the materials submitted by the candidate for the review shall be returned to the academic professional. Confidential materials will be placed in the personnel file of the academic professional in the supervising dean's/university librarian's office. In these instances, nothing will be forwarded to the Office of the Provost of the University unless promotion is sought along with continuing appointment in the final year of a probationary appointment, when the request package must go forward unless the candidate submits a resignation (see [ACD 507-07](#)).

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If the candidate chooses to withdraw from further consideration, the dean/university librarian contacts the provost's office as soon as possible.

**Step 17. Submission to the provost's office.** By the deadline established by the university, college/ASU Library securely submits electronic PDF portfolio of each case to the university for review and recommendation. All sections below are PDFs (no other formats or folders).

a. The PDF portfolio shall include sections titled and ordered as follows:

**001\_APA form\_Last NameFirst Initial** (revised to include college committee and dean/university librarian signatures)

**002\_Curriculum Vitae\_Last NameFirst Initial**

**003\_Personal Statement\_Last NameFirst Initial**

**004\_Position Description\_Last NameFirst Initial**

**005\_Unit and College/ASU Library Criteria\_Last NameFirst Initial** (bookmarked)

**006\_Internal Letters\_Last NameFirst Initial** (unit personnel committee, unit administrator, college/ASU Library personnel committee, and dean/university librarian, in that order)

**007\_External Letters\_Last NameFirst Initial** (*Record of External Reviewers Grid*, sample of external reviewer request letter, followed by external letters as ordered in the grid with bookmarks)

**008\_Teaching Evidence\_Last NameFirst Initial\*** (*Confirmation of Teaching Evidence, Summary of Student Evaluation of Instruction*, followed by other evidence)

**009\_Faculty Sponsored Activity Report\_Last NameFirst Initial\***

**010\_Publications/Creative Material\_Last NameFirst Initial\*** (*Confirmation of Publications/Creative Materials Selections* followed by materials (with bookmarks) in the order they appear on the form)

**011\_External Reviewers Vitae\_Last NameFirst Initial**(as ordered on the *External Reviewers Grid*)

**012\_(Optional) Supporting Materials\_Last NameFirst Initial** (*Confirmation of Optional Supporting Materials* followed by supporting materials with bookmarks)

**013\_Addendum\_Last NameFirst Initial** (if applicable, [Confirmation of Addendum Materials](#), followed by materials (with bookmarks) that were added to the file after the first response from an external reviewer is received. See *Late-add Materials* in *Important Reminders* section.)

**\*As applicable based on the candidate's position description.**

b. PDF portfolio should be saved and titled using the following naming convention:

COLLEGE/ASU LIBRARY-UNIT- LastNameFirstName-ActionAcademicYear

(e.g., LAW-LAWLIBRARY- SmithJane-Promotion2012-13)

c. If possible, college should reduce PDF portfolio and use the text recognition option before submitting to the university.

d. PDF portfolio should be uploaded to a secure college-specific site on provost's share drive as directed by the university; notify the provost's office by email when the file has been uploaded.

e. Please do not submit a hard copy of these materials.





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## IMPORTANT REMINDERS

### Faculty Sponsored Activity Report

- A *Faculty Sponsored Activity Report* shall be included in the case file for those academic professionals whose position expectations include research activities. Prior to initial internal review, the unit secures from the dean/university librarian's office the *Faculty Sponsored Activity Report* taken from *ASU Faculty Dashboard*. No changes should be made to the report. A candidate can include more information or clarification in the curriculum vitae or in supporting materials. Report should reflect activity from calendar year 2000 or time of hire.

### Internal Review

- Each level of review should provide a substantive evaluation of the case and directly address questions arising at earlier levels of review. Internal letters SHOULD NOT repeat case details that have already been addressed. Rather, evaluate the case, correct misstatements, substantiate or challenge claims, and provide additional information. Be scrupulous about providing evidence and documentation for important assertions about the case, and be sure to contextualize these assertions (acceptance rates in journals, significance of specific awards in your field, etc.).
- Internal evaluation letters and committee recommendations (omitting identification of external reviewers) should explicitly address the following:
  - Articulate the role of the academic professional in relation to unit goals and mission and address the strengths and weaknesses of the candidate's position effectiveness, professional contributions, and institutional, professional, and community service in relation to the candidate's position description.
  - Detailed evaluation of the quality and impact of the candidate's professional contributions and service.
  - Assessment of expected future contributions.
  - Clear specifications of the candidate's contributions to collaborative projects (including external funding where applicable).
  - Comparative analysis of the candidate's standing in the field, relative to national peers.
  - If the committee vote is not unanimous, explicitly state the minority view in a separate section of the letter. Contextualize the vote in terms of the unit bylaws.

### Personnel Committee

- All college/ASU Library committees meeting to review promotion files must inform the unit administrator or dean/university librarian (as appropriate) if there are major faults or omissions in the material or if significant questions or possible misunderstandings arise. The unit administrator or dean/university librarian may send additional letters to the committee as the case progresses if there is a need to either clarify or provide additional information.

### Late-add Materials

- Candidates seeking continuing appointment and promotion at the same time must have their file complete by the deadline established by the college/ASU Library for submission to begin the review process. Any additional, revised or updated materials received after the first response from an external reviewer has been received is included as an addendum. If the information is received after the candidate's file has left the academic unit, then it is forwarded to each previous internal level of review. A brief statement should be written at each review level stating whether or not the new material would change their earlier recommendation in any way. The deadline to submit additional materials to the dean/university



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librarian for the case is November 30 of each year. Any additional materials after that time require the dean or university librarian to seek approval from the provost's office for submission.

- There will be no additional materials accepted for candidates seeking promotion only as they should have their case intact prior to making application.