

# Preparation of Portfolios for Tenure & Promotion to Associate Professor

---

## Dean's Instructions to Candidates and Tenure and Promotion Committees Jepson School of Leadership Studies

Summarized below are guidelines for the preparation of materials to be included in the portfolios that will serve as the basis for evaluation for tenure and promotion. These instructions are consistent with the responsibilities and expectations outlined in the By-Laws and in the [Faculty Handbook](#).

### 1. The Tenure and Promotion Committee

By March 15 of the year the candidate is eligible for tenure, the Dean will appoint a chair of the candidate's Tenure and Promotion Committee. This committee includes all tenured members of the Jepson School, excluding recusals.

Ordinarily, the Dean, in consultation with the chair and the Jepson faculty on the committee, will appoint two additional members of the University faculty. The non-Jepson members of the committee should have expertise related to the candidate's research; customarily, the additional members will be tenured faculty members from different departments in the University. Such additional committee members will be appointed by May 1.

### 2. External Reviews of Scholarship

The committee will obtain a minimum of four external letters from tenured scholars outside the University, typically tenured professors, who are recognized as experts in the candidate's area(s) of research. By May 1, the candidate should provide the chair with the names and addresses of four or more potential reviewers. The candidate should also provide a brief explanation of their relationship to the reviewers. Dissertation directors, mentors, and close acquaintances are not appropriate external reviewers. Ordinarily, co-authors are not, either. If there are potential reviewers whom the candidate believes should not be invited to comment, they should notify the review chair at this time.

After consulting with the Dean, the candidate's Tenure and Promotion Committee will decide upon the final list of outside reviewers. The Committee should secure letters from at least two reviewers recommended by the candidate.

The chair should solicit letters from all external reviewers no later than May 15 in order to allow time for the reviewers to complete their work over the summer. By June 1, the candidate should provide an updated curriculum vitae and scholarly work to be sent to reviewers. Outside reviewers should be instructed not to make a recommendation with respect to tenure, but,

rather, to provide a specific and detailed analysis of the candidate's work. This analysis should focus on quality, originality, impact, and consistency over time. The reviewers should also address the candidate's potential for continued productivity.

### 3. Solicitation of Student Letters

The chair is responsible for the solicitation of student letters. The chair works with the Assistant to the Dean to generate a random list of 50 of the candidate's former students by April 15. These students should be randomly chosen from classes taught by the candidate at the University. Without seeing this list, a candidate may submit up to five names of former students who should not be included on the list and up to ten additional names of former students who should be included on the list. To assure a timely return of letters, the chair should solicit letters from all students on the list by May 15. A reminder letter should be sent to non-responders by July 15 and again on August 15. The chair should contact any remaining non-responders by September 1.

### 4. Solicitation of Service Letters

By May 1, the candidate should provide a complete list of all service activities and the names of individuals in the University, professional associations, or other outside groups who are in a position to comment on the candidate's service contributions.

The chair should use this list to solicit letters from people such as the chairs of committees on which the candidate has served and deans or directors who oversee academic advising. The individuals contacted by the chair should be familiar with either a substantial project undertaken by the candidate or a steady and consistent contribution over a period of time.

To assure a timely return of letters, requests for service letters should be sent by May 15.

### 5. Core Portfolio

This portfolio represents the core of a tenure case. The materials in Part A of the Core Portfolio are supported by the documents contained in the Scholarship, Teaching, and Service portfolios described in Section 6 below.

The candidate is responsible for providing all the materials for Sections A-D below.

#### **Folder 01A: Core Portfolio**

- **Section 00: Table of Contents**
- **Section A: Curriculum Vitae.** An up-to-date vita, constructed to indicate clearly peer-reviewed work and work completed while at the University of Richmond. The candidate should also include a 2-page curriculum vitae, as requested by the Provost's office. Unpublished conference papers, works under review, or works-in-progress are to be distinguished in the CV from published materials or forthcoming material.
- **Section B: Teaching Statement.** This document is the candidate's statement regarding their contributions to students' understanding of leadership. It should include a critical assessment of the candidate's teaching. This assessment should address the "Guidelines for Teaching" in the *Jepson School of Leadership Studies Criteria, Guidelines and Procedures for Evaluating Candidates for Tenure and Promotion*.
- **Section C: Scholarship Statement.** This document is the candidate's statement regarding their contribution to the understanding of leadership for scholars and, if

relevant, practitioners or educators. It should provide a description of the candidate's scholarly accomplishments while at the University and their plans for future scholarship.

- **Section D: Service Statement.** This document is the candidate's statement regarding their role in the work of the Jepson School, the University, and their profession.

The Assistant to the Dean, on behalf of the chair of the candidate's Tenure and Promotion Committee, adds the following materials:

- **Section E: Annual Reviews.** This section includes copies the Dean's and tenured faculty's annual evaluations of the candidate—added by the Assistant to the Dean, on behalf of the chair of the candidate's Tenure and Promotion Committee.
6. In addition to the Core Portfolio, the candidate should provide three supplemental portfolios. These supplemental portfolios provide evidence in support of the candidate's effectiveness as a teacher, scholar, and University citizen.

The Scholarship Portfolio should include work that is published, in press, or under review, or that has been presented at professional conferences.

#### **Folder 02: The Scholarship Portfolio**

- **Section 00: Table of Contents**
- **Section 01: Scholarship Statement**
- **Sections 02a-02x: Scholarship (work that is published, in press, under review, or presented at professional conferences)**

The Teaching Portfolio must include a list of all courses taught at the University, including enrollments; all student evaluations (both quantitative and narrative); syllabi and grade distributions for all classes; and any feedback from classroom visits. The Teaching Portfolio may also include a small sample of items such as letters from former students; class assignments; student work such as graded papers, projects, or exams; and audiovisual recordings of classes.

#### **Folder 03: The Teaching Portfolio**

- **Section 00: Table of Contents**
- **Section 01: Teaching Statement**
- **Section 02: Summary of Teaching Load, Class Size, Grade Distribution Information**—added by the Assistant to the Dean, on behalf of the chair of the candidate's Promotion Committee.
- **Sections 03a-03x Course Materials (syllabi, sample assignments, etc.)**
- **Sections 04a-04x Course Evaluations**—added by the Assistant to the Dean, on behalf of the chair of the candidate's Promotion Committee.
- **Sections 05a-05x Classroom Visit Reports**—added by the Assistant to the Dean, on behalf of the chair of the candidate's Tenure and Promotion Committee.
- **Sections 06a-06x Additional Evidence of Teaching Effectiveness**

The Service Portfolio should contain a list of all the candidate's Jepson School and University committee assignments, including advising responsibilities. It should also contain a list of service during this time to the candidate's discipline or profession, including service as a referee

or reviewer.

**Folder 04: The Service Portfolio**

- **Section 00: Table of Contents**
- **Section 01: Service Statement**
- **Section 02: List of Service Activities**
- **Sections 03a-03x Additional Evidence of Service Effectiveness**

Part B of the Core Portfolio is not accessible to the candidate.

**Folder 01B: Core Portfolio**

- **Section F: Mid-tenure Review.** This section includes a copy of the mid-tenure review letter, any response from the candidate, and the Dean's summary evaluation after mid-tenure review.
- **Section G: Student Letters.** The chair should provide a list of all students asked to provide evaluations, as well as any explanations of why individual students declined to write and the original letters received from students. This section should also include copies of the letters sent to the students.
- **Section H: External Review Letters.** The chair should provide a copy of the candidate's suggested reviewers, including the candidate's explanation of any relationship with particular reviewers. For each outside reviewer who writes an evaluation, the chair should also provide the committee's reasons for its choice. The committee's statement of reasons should note any personal relationship between the reviewer and the candidate or between the reviewer and any member of the candidate's Tenure and Promotion Committee. Finally, this section should include copies of the letters mailed to the outside reviewers and the original letters received from the outside reviewers.
- **Section I: Service Letters.** This section should include the original service letters, as well as copies of the chair's letter of request.
- **Section J: Committee's Letter of Recommendation.** This statement should evaluate the candidate's teaching, scholarship, and service. In its evaluation, the committee should rely on Appendix VI of the University of Richmond [\*Faculty Handbook: The Jepson School of Leadership Studies Criteria, Guidelines and Procedures for Evaluating Candidates for Tenure and Promotion\*](#).

The letter should also express the committee's recommendation, including the reasons for this recommendation. It should report the views of each and every faculty member on the committee. However, the committee should make sure that the letter does not attribute evaluative comments to particular committee members, external reviewers, or other letter-writers.

A positive recommendation requires a positive vote from a majority of committee members, including any members participating remotely, at the meeting in which the vote is taken. Tie votes result in negative recommendations. The letter should not convey the actual vote.

Before the letter goes to the Dean, it must be approved and signed by each member of the committee. The committee chair should send the Dean a separate, confidential letter reporting how each committee member voted.

The Dean should confirm that the committee's letter fulfills the University's nondiscrimination standard and contains no breaches of confidentiality. If the letter fails to meet these conditions, the committee will correct the letter.

In the case of a negative recommendation, the committee chair will share the committee's letter with the candidate. In the case of a positive recommendation, the committee chair will not share the letter of recommendation with the candidate, but will inform the candidate of the committee's recommendation. University policy requires that the candidate be informed of the recommendation at approximately the same time that the recommendation is made to the Dean.

## 7. Process Issues

- **Length of the Portfolios.** The candidate's personal statements and supporting information should be concise and directly address the criteria for tenure and promotion to Associate Professor.
- **Additions to Portfolios.** Once the portfolios are submitted, the candidate may not add to them, except in cases of new developments of major consequence, such as the receipt of a teaching award, notification of an extramural grant, or the acceptance of a manuscript for publication.
- **Access to Portfolios.** Submitted portfolios are considered to be part of the candidate's personnel file and may not be returned to the candidate during the remainder of the tenure-decision process.
- **Solicitation of Additional Information.** Sometimes the Dean or subsequent evaluators will solicit more information pertaining to the candidate's teaching, scholarship, or service. Both the Tenure and Promotion Committee and the candidate must be informed that such requests have been made.
- **Grievance Procedures.** The candidate will be advised of positive or negative recommendations at each stage of the process. When notified of a negative recommendation, a candidate may appeal to the Grievance Committee. Negative recommendations at any level of the tenure process can be appealed only on the basis of procedural irregularity or violation of the University's employment policies. The appeal must be made within fourteen days of notification of the negative recommendation. The tenure and promotion review process will be suspended until the Grievance Committee completes its report. Refer to the [Faculty Handbook](#) for more detail on grievance policy and procedure.

## 8. Deadlines

March 15

The candidate receives Dean's Instructions, and the Dean appoints a chair of the candidate's Tenure and Promotion Committee.

April 1	The Dean holds a meeting with the candidate, the Associate Dean for Academic Affairs, and the chair of the candidate's Tenure and Promotion Committee to discuss procedures.
April 15	The Assistant to the Dean requests a randomly generated list of at least 50 of the candidate's former students.
May 1	The Dean, in consultation with the chair and the Jepson faculty on the committee, selects any additional committee members.
May 1	The candidate submits lists of potential external reviewers, up to 5 students not to solicit, up to 10 students to solicit for letters, and references for service activities.
May 15	The chair solicits external reviews, student letters, and service letters.
June 1	The candidate submits copies of updated curriculum vitae and scholarly work to be sent to external reviewers.
July 15	The Assistant to the Dean sends a reminder letter to non-responders on the student list on behalf of the chair of the candidate's Tenure and Promotion Committee.
August 15	The Assistant to the Dean sends a reminder letter to non-responders on the student list on behalf of the chair of the candidate's Tenure and Promotion Committee.
September 1	The chair sends a reminder letter to non-responders on the student list.
September 15	The candidate submits the portfolios to the chair. Committee begins review of portfolios.
October 15	The chair convenes the candidate's Tenure and Promotion Committee to arrive at final recommendations regarding tenure and promotion.
November 15	The chair shares the recommendation with the candidate. In cases of a negative recommendation, the chair also shares the committee's letter of recommendation. The chair submits the candidate's portfolios and the committee's letter to the Dean.
December 8	The Dean submits a letter of recommendation regarding tenure and promotion to the Provost and shares the letter with the committee chair. The Dean also informs the candidate of their recommendation.

*Approved by the Tenured Faculty, March 24, 2010*  
*Editorial changes made May 22, 2015*  
*Editorial changes made April 21, 2021*

*Updated and approved by the Jepson Faculty November 18, 2022*  
*Editorial changes made January 3, 2023*