- Please submit the complete package by the specified deadline.
- Please, do not staple any section.
- Use an appropriately sized binder clip to hold the package together. Do not staple!
- Do not use two-sided printing, if it can be avoided.
- An electronic PDF version of each package, with individual package (1-12 listed below) and major CV sections bookmarked, should be transmitted to the Dean’s office at the same time as the paper version.

Documentation required for academic faculty under consideration for Promotion and/or Tenure is listed in items 1 through 12, in the order listed. The candidate will submit #’s 2, 5, 6, 7, 8 & 9.

Documentation for reappointment requiring a full (critical) review requires items 1 through 5 and 7 through 9, in the order listed. The candidate will submit #’s 2, 5, 7, 8, & 9. Letters of reference are not needed for reappointment. A full (critical) review is necessary in those reappointment cases for which a faculty member:

- is in his or her third year of tenure-track service;
- received a warning in a full review in the previous year; or
- requests such a review or his or her School Chair requests such a review.

All other reappointments are administrative and will not require documentation.

1. “Reappointment” and “Promotion and Tenure” Cover Sheet:
The Dean’s Office will provide completed cover sheets for promotion and tenure, and for reappointments requiring full review (Critical Review, etc.). Please check the information on the cover sheet for accuracy and completeness.

2. Candidate Biosketch: Written in the third person, no longer than 150 words, 12-point or larger font, no picture.

   - This single-page document should explain the candidate’s research area briefly, including why it is important. It should list the candidate’s degrees; give a general description of his or her educational and scholarly activities; and name a few major awards if the candidate has received them. A sentence or two on impact can be included.

3. School Chair’s Recommendation Letter:
The School Chair’s Letter should address the following:

   - Opening Overview – What is the nature of the candidate’s teaching and research (i.e. what does the person do)?

   - Impact and Productivity –
     1. The quality and impact of the candidate’s scholarship, broadly defined (such as the scholarship of discovery, integration, application, and/or instruction, as appropriate to the candidate) and their relationship to the educational mission of the Institute.
     2. The significance of the candidate’s contributions and leadership to the profession and the significance of the candidate’s contributions to the discipline, School, College, and/or the Institute.

   - External Letters – Discuss the external letters including an interpretation of the reviewer’s viewpoints and comments and why the reviewer was selected. External reviewers should
normally be from disciplinary peer programs. If letters from dissertation advisors, co-authors, or other collaborators of the candidate are included in the package, the relationship must be disclosed. When making reference to the outside reviewer letters in your comments, you should refrain from using reviewers’ names, but instead refer to reviewers anonymously (e.g. Reviewer A, B, C or Reviewer 1, 2, 3, etc.).

- **Teaching Effectiveness** — A discussion of teaching effectiveness is expected as evidenced by student evaluations, classroom observation, and/or evaluation of instructional materials provided by the candidate. Course/Instructor Opinion Survey (CIOS) scores that are included should reflect a high response rate for the course. Faculty members should be instructed to encourage student participation in the CIOS. Please review, interpret and incorporate the students’ comments in your presentation.

4. **SCHOOL COMMITTEE’S RECOMMENDATION LETTERS:**
Only tenured faculty members holding an academic rank at or above that considered for the candidate should participate in the formal discussion and vote.

The School Committee’s letter must identify the committee members and an anonymous record of their votes. Split votes should be explained. One member may sign on behalf of the others if it is so agreed by the committee.

The School Committee’s Letter should address the following:

- **Opening Overview** – What is the nature of the candidate’s teaching and research (i.e. what does the person do)?

- **Impact and Productivity** –
  1. The quality and impact of the candidate’s scholarship, broadly defined (such as the scholarship of discovery, integration, application, and/or instruction, as appropriate to the candidate) and their relationship to the educational mission of the Institute.
  2. The significance of the candidate’s contributions and leadership to the profession and the significance of the candidate’s contributions to the discipline, School, College, and/or the Institute.

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5. **CANDIDATE’S STATEMENT OF COMPLETENESS:**
The Faculty Handbook, Section 3.3.9 Candidate’s Responsibility states, “The candidate has the responsibility to prepare and review the documentation that is submitted, except for evaluation letters. When this documentation is complete, and in the proper format, the candidate will sign a statement that it is both accurate and complete.”
Template:

I have reviewed the documentation provided by me for reappointment/promotion/tenure. I attest to its accuracy and completeness, to the best of my knowledge.

_________________________________________  _____________
Signature                   Date

6. WAIVER OF RIGHT OF ACCESS TO CONFIDENTIAL STATEMENTS:
The following statements must be included in the candidate’s material. The candidate must choose one statement.

Template:

___ I waive my right to access to any information contained in any letter of reference included in my promotion and/or tenure materials and agree that such letters shall remain confidential.

___ I prefer not to waive my right.

I understand that in either case, references will be informed of my choice.

_________________________________________  _____________
Signature                   Date

7. CANDIDATE’S PERSONAL NARRATIVE (AKA STATEMENT OF ACCOMPLISHMENTS): THREE TO FIVE PAGES WITH ONE-INCH MARGINS, STANDARD SINGLE-SPACED AND 10 POINT MINIMUM FONT.

➢ A brief summary of the candidate’s major accomplishments at Georgia Tech with regard to teaching, research, and service. This is the candidate’s “voice” in the file, the place that provides an opportunity to explain context and significance. Candidates should point out innovative elements of their work and its impact. A candidate can use the statement to clarify contributions in collaborative work. The personal narrative should not merely summarize the examples of creative capabilities but rather place them in the context of the school, college, Institute, and discipline. It should touch upon each of work samples in the packet, indicating the 3-5 most important accomplishments of their research, scholarship, or other creative work. Candidates are encouraged to contextualize their work for non-specialists, indicating what professional community the work belongs to, what is original and/or important about their work, and providing specific evidence of impact (e.g. citations, selectivity of publication, invited talks, juried presentation) as appropriate.

➢ The candidates also are required to submit evidence of three to five examples of their relevant, creative capabilities. These may include published papers, books, software, patents, art productions, or other relevant examples.

8. CANDIDATE’S VITA IN STANDARD FORMAT: TYPE-FONT OF 11 OR LARGER AND MARGINS OF ¾ OR GREATER. SEE APPENDIX 2 FOR THE TEMPLATE

➢ The curriculum vitae (CV) should be provided in the Institute standard format, which is posted on the Faculty Affairs web site (academic.gatech.edu). The format provides a top-level outline of key elements to be listed; colleges are free to fill in more detailed levels that are appropriate in their areas while maintaining the overall order. Unit heads should work with candidates to make sure that activities are reported in the correct categories, particularly peer-reviewed publications and grants as principal investigator, and ensure that collaborative efforts are appropriately
9. **EVALUATION OF TEACHING EFFECTIVENESS**

A. Peer Teaching Evaluations

B. Candidate’s **Summary** of Instruction Opinion Survey

Each candidate should prepare a table of student evaluation scores collected from the Course Instructor Opinion Survey. A format is available on the Faculty Affairs web site (academic.gatech.edu). For the standard documentation, only the scores on the question “Is the instructor an effective teacher?” is required. A column is provided to indicate the quartile the score would fall into in relation to college and class size. Attention to more items from the CIOS survey is encouraged.

The evaluation of teaching should also include peer evaluations, which offer a perspective of faculty colleagues on teaching performance, based on direct observations in the classroom and review of the course syllabus and materials.

C. Any other information that is relevant to evaluate teaching effectiveness, such as evaluations conducted by CETL staff.

10. **LIST OF REFERENCES WITH BIOGRAPHICAL SKETCHES**

Provide a brief description of the process followed to select the external references. List those from whom comments were solicited. Provide a biographical sketch for each reference (One paragraph, No CV’s!). Also, please indicate on this list if a letter of reference was solicited but was not received. Also include any references that were suggested by the candidate or chair, but ultimately not chosen and why.

11. **ONE SAMPLE OF THE LETTER USED TO SOLICIT EXTERNAL REFERENCES: SEE APPENDIX 1 FOR TEMPLATE.**

These requests are sent to the external references by the school chair.

12. **LETTERS OF REFERENCE**

Provide copies of all correspondence received from the references. If a letter of reference was solicited but was not received, please indicate in the list of references in item 9.

The Provost requires a minimum of five letters from external reviewers and a maximum of eight letters from persons of equivalent or higher rank than the person being considered. All of the letters included in the package should be discussed fully in the school and college committee reports. Letters of reference are required only for cases involving tenure or promotion; they are not required for reappointment reviews.

The letter writers should be senior experts in the field represented by the scholarship of the candidate. Full professors are preferred. Institution should be equal to or better than GT in the field. Letter writers must hold at least the rank and tenure status that the candidate is seeking. Letters from practitioners are welcome in appropriate cases. The faculty candidate can recommend external reviewers, but the majority of the letters should come from reviewers selected by the Chair, the faculty committee, or the Dean. Generally, the letter writers should not have a personal or professional connection to the candidate (e.g. dissertation advisor, postdoctoral mentor, research collaborator). If letters are included from such individuals, they must be in addition to those normally required, identified as such, and included separately from the other external letters. A justification for including letters from these individuals must be included in the package.

A candidate for P&T may request that a particular individual NOT be contacted as an external reviewer. Such requests are typically honored. If the School chair or Dean concludes that overwhelming reasons necessitate use of that reviewer, the letter must be in addition to those normally required, identified as such and included separately from the other external letters. A
justification for including the letter must be included in the package.

CONFIDENTIALITY OF GENERAL P&T PROCESS: Confidentiality throughout the process is required and imperative. Candidates are not to be told anything related to the case until the President has made a determination.
APPENDIX 1

Template Reference Request Letter

Dear Professor/Dr. [External Reviewer Name]:

Dr. [Candidate Name], [Rank] Professor in the School of [Discipline] at the Georgia Institute of Technology, is a candidate for [promotion and/or tenure] during the 20XX/XX academic year. This process requires comments on the quality and impact of the candidate’s creative contributions from experts in the discipline outside of Georgia Tech.

You have been suggested as a reference who is knowledgeable and capable of making an assessment of Dr. [Candidate name]’s research/scholarship/creative contributions and [his/her] stature in the profession. In addition to a collection of material representing Dr. [Candidate name]’s scholarship, I have included a copy of the candidate’s vitae. I have also enclosed a statement of accomplishments (which our rules limit to 3-5 pages), and three to five examples of their relevant, creative capabilities. These may include published papers, books, software, patents, art productions, or other relevant examples.

I would greatly appreciate your help with this evaluation process. Please provide a candid assessment of the candidate’s productivity and the creativity and impact of [his/her] work based on the intellectual products included in the package, along with any knowledge you might have of other contributions, including those in teaching and service. It would be helpful for you to compare the candidate to leaders in the field at a similar career stage, and to indicate whether [he/she] would be a viable candidate for [promotion and/or tenure] at your institution.

[This section may vary significantly by unit, for example, addressing particular aspects of the candidate’s creative contributions.]

It is the policy of the Georgia Institute of Technology to maintain the confidentiality of your evaluation to the extent permitted by law. While the Georgia Open Records Act does apply, Dr. [Candidate name] has signed a statement that he/she will not request to see letters from outside referees or seek their identity. However, we also need you to indicate in your letter that you desire that it be treated as a confidential personnel document (see sample statement below).

[or]

It is the policy of the Georgia Institute of Technology to maintain the confidentiality of your evaluation to the extent permitted by law, and to fully apprise reviewers of the conditions regarding that confidentiality. Thus you should be aware that Dr. [Candidate name] has not waived his/her right to see your evaluation. Therefore, if the candidate elects to do so, he/she may request to see your evaluation. Furthermore, the Georgia Open Records Act applies to all records at Georgia Tech.

Your letter should be directed to me, and it will become a part of the portfolio prepared for Dr. [Candidate name]. Please explicitly state your past/current relationship to the candidate in your letter.

I also request from you a brief (about one-half page) biosketch. Since your letter will be reviewed by others in the Institute who will not necessarily be familiar with you or your field, this information will provide perspective.

I will appreciate your sending the recommendation at your earliest convenience, but no later than [Date]. Due to the time element involved, you can fax your letter to me at (xxx) xxx-xxxx or email it to me at schoolchair@gatech.edu, and follow up with a signed copy in the mail. Thank you for your cooperation.

Sincerely,

[School chair]

Sample Statement Regarding Confidentiality to Include in Review Letter:
By signing and submitting this reference letter, I expect that my identity will be kept confidential and that my letter will be treated as a confidential personnel document.
Use the format shown below (I-VI). How the information is presented within each section may be standardized by College. If appropriate, candidates should consider grouping information and presenting it under subheadings for ease of reading. Also, candidates should consider presenting the information in a compact manner so as to keep the total number of vitae pages to a minimum. (No type font less than 11 points or margins less than 3/4 of an inch, please.) Include all vitae subsections to maintain the standard format, but indicate “no data” where applicable. A Table of Contents and page numeration are required.

CANDIDATE’S NAME
   TITLE
   SCHOOL

I.  EARNED DEGREES

List all college or professional degrees. (Honorary degrees, if any, should be listed under Honors and Awards.)

II.  EMPLOYMENT HISTORY

List all professional employment. (Consulting and similar temporary employment should be listed in Section IV. H.)

III.  HONORS AND AWARDS

List all professional honors and awards, such teaching citations, research awards, recognitions for outstanding service, honorary degrees, etc.

IV.  RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES
   Indicate with an asterisk those that resulted from work done at Georgia Tech and put the names of student co-authors in boldface.

   A.  PUBLISHED BOOKS, BOOK CHAPTERS, AND EDITED VOLUMES
      List all books or parts of books published. Include only those accepted or in-press and indicate their status.

      A1. Books
      A2. Refereed Book Chapters
      A3. Edited Volumes

   B.  REFEREED PUBLICATIONS AND SUBMITTED ARTICLES
List all refereed journal publications, then refereed conference proceedings, and then other refereed materials. Include those accepted or submitted and indicate their status. (Consult your school or college standards for what counts as “refereed.”)

**B1. Published and Accepted Journal Articles**
**B2. Conference Presentation with Proceedings (Refereed)**
**B3. Other refereed material**
**B4. Submitted Journal Articles** (with date of submission)

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### C. OTHER PUBLICATIONS AND CREATIVE PRODUCTS

List all other publications and creative products/activities that are not otherwise included in Sections IV. A. and B. Indicate whether these are refereed or not.

- Exhibitions, Competitions, Performances
- Professional Practice/Studio Work
- Software
- Patents
- Designs
- Compositions
- Scholarly Editions
- Poster
- Artefact
- Datasets
- Internet Publications

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### D. PRESENTATIONS

List all conference presentations (separate keynote and invited from submitted), testimony before legislative committees or other public bodies, invited seminars, , etc. (Do not list a presentation here if it is listed elsewhere.)

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### E. GRANTS AND CONTRACTS

**E1. AS PRINCIPAL INVESTIGATOR**

List all funded grants and contracts as principal and co-principal investigator. List PI and Co-PI for each grant, with total grant funding followed by sub amount allocated to candidate. Proposals pending may be included, but must be listed separately. Do not include grants and contracts not funded. An example listing of what information should be included is given below:

- **Title of Project:**
- **Agency/Company:**
- **Total Dollar Amount:**
- **Role:** co-PI or PI
- **Collaborators:** Georgette Burdell (PI), Jane Doe (co-PI), John Doe (co-PI)
March 18, 2014

Candidate’s Share: ~25% ($250K)

E2. AS CO-PRINCIPAL INVESTIGATOR

Provide the same information for grants and contracts on which you were co-principal investigator.

E3. AS SENIOR PERSONNEL OR CONTRIBUTOR

List all funded grants and contracts on which you were not Principal or Co-Principal investigator but were listed as senior personnel. Proposals pending may be included, but do not include grants and contracts not funded.

E4. PROPOSALS SUBMITTED BUT NOT FUNDED (last two years)

F. OTHER SCHOLARLY AND CREATIVE ACCOMPLISHMENTS

List all other scholarly and creative accomplishments such as invention disclosures, start-up companies, etc. that are not listed elsewhere.

G. SOCIETAL AND POLICY IMPACTS

Present a brief list of the broader impacts of your scholarship, and elaborate on them in your personal statement.

H. Other Professional Activities

List other professional activities, such as consulting and temporary employment.

V. TEACHING

A. COURSES TAUGHT

List course taught at Georgia Tech. (Most recent first and include the last six years. Do not include CIOS scores here.)

<table>
<thead>
<tr>
<th>Semester, Year</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Number of Students</th>
</tr>
</thead>
</table>

B. INDIVIDUAL STUDENT GUIDANCE

List all Postdoctoral Fellows, Ph.D. students, M.S. Thesis students, and undergraduate students supervised/advised. Explicitly indicate any co-advisement relationships. For Ph.D. and M.S. Thesis students, include date of graduation and title of thesis and, if known, the current position of the graduate students. For graduate students currently supervised, indicate the semester advisement began, their progression through appropriate exams, title of their project/dissertation, and current position if available. Provide any indicators you have of the quality of your mentorship.
March 18, 2014

B1. Ph.D. Students
B2. M.S. Students (Indicate thesis option for each student)
B3. Undergraduate Students
B4. Service on thesis or dissertation committees
B5. Mentorship of postdoctoral fellows or visiting scholars

C. OTHER TEACHING ACTIVITIES

List all other significant teaching activities such as continuing education, new courses developed, laboratory experiments and instructional materials developed, participation in any doctoral committees, and participation in any interdisciplinary teaching activities, etc.

VI. SERVICE

A. PROFESSIONAL CONTRIBUTIONS

List all national and international contributions of service and positions of leadership in the profession.

B. PUBLIC AND COMMUNITY SERVICE

List all public and community service activities that are professionally related.

C. INSTITUTE CONTRIBUTIONS

List all committee involvement and leadership, and other activities within Georgia Tech. Internal contributions to other organizations for which you were previously employed, if any, may be included. Do not list service on thesis or dissertation committees (should be listed under IV.B5).