



# **Learning How to Package Your Material – Putting it All Together for the Tenure and Promotion Dossier**

**May 21<sup>st</sup>, 2008**

Presenter: Dr. Barbara Hornum  
Director, Drexel Center for Academic  
Excellence

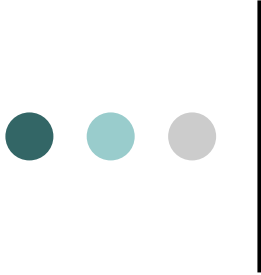


# Preliminaries to Preparing the Dossier: Important Activities

- Familiarize yourself with the Academic Policies as current and appropriate on the Provost's Office Web Site:

<http://www.drexel.edu/provost/policies/>

- Check for Updates and Changes. Keep current!
- If in doubt, ask questions. Make no assumptions without verification.

- 
- Learn the general expectations for the appropriate areas.
  - Save everything. Set up file folders or manila envelopes with appropriate headings. Hard copy items are easy but print e-mail exchanges of student letters, letters from colleagues, etc. It is easier to throw things away later when putting the dossier together than searching for items long since discarded.
  - Relate the general university expectations to those of your Department, College or School. There may be “cultural” differences at the local levels and you need to know these.



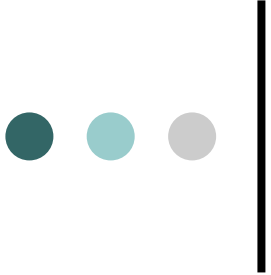
# Who Will Be Reading and Reviewing Your Materials? Know Your Audiences.

- What and where do they publish?
- What are their attitudes about teaching, service?
- What are their expectations about professional expertise?
- Are there unstated criteria? These are hard to verify but most venues have them.



# Strategic Planning

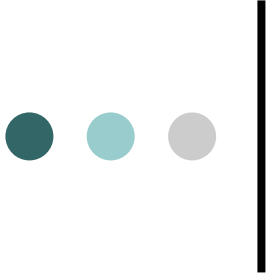
- Use the information you have gathered to plan ahead.
- Locate information on benchmark universities and departments.
- Do you have what these departments and universities require for tenure?

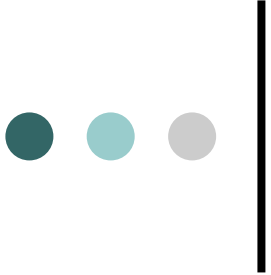
- 
- External reviewers are often asked whether our candidates would be tenured at their institutions.
  - Start to establish professional visibility within your discipline. Attend conferences, give papers, serve as discussants. External reviewers may not know you personally but they need to have a sense of what you are doing professionally.

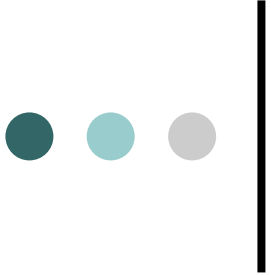


# The Tenure and Promotion Dossier: Presentation of Self

- Your Dossier should be consistent with the format of the University, the College and your department.
- Within these guidelines, you control what is presented and how it is presented.
- You have to lead your readers to see you as someone special who meets and excels in a number of activities.

- 
- Link your attainments to the standards of your discipline. Demonstrate how you are meeting these.
  - You will be including a Vita. Make sure it is up to date and make sure that you include connections to the key items in it in the Dossier. Use the Vita as an outline to your Table of Contents. If there is something noteworthy on the Vita, highlight it with details in the Dossier.

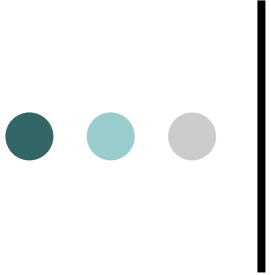
- 
- Organize your materials into sections that reflect the expectations of the University, your College and Department.
  - Each section should have an Introduction that:
    - a) summarizes achievements and tells the readers what to expect,
    - b) indicates why and to whom these are important,



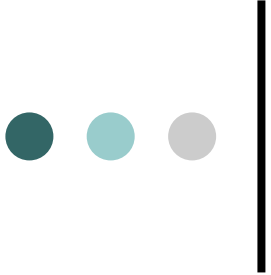
c) recognizes that some reviewers may not be familiar with your field and guides them accordingly,

d) underscores what data in the Dossier supports your achievements.

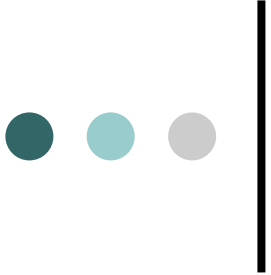
e) If there are any areas that need improvement, address them. Demonstrate that you know what you have to do and what you have been doing to improve.



f) The Dossier is the appropriate place to use letters of support from people not going to appear on the list of external reviewers. These can be colleagues who have been co-authors, former professors and even your dissertation supervisor. While these, or at least some of them, are likely to have stature in your field, they are usually assumed to be too close to you to be external reviewers but their glowing letters about you can and should be in the Dossier.



f) cont. – It will be useful for reviewers to know who did what in a co-authored publication, had what roles in a research project. In terms of teaching, you may want correspondence from current and former students, people who have team taught with you. Editors of Journals and Publishing Houses can be asked to provide letters as to why they asked you to review manuscripts, etc. Letters from Chairs of Committees where you have done service are important in indicating your contributions.



g) Have a trusted colleague read your Dossier as a draft and tell you what they see in your presentation of self as a check on whether you are accurately portraying yourself. Do this before you submit the tenure Dossier at Drexel.



# Future Goals

- Indicate where you expect to be in three years, in five years, in all of the areas under review.
- Show what you are doing to get there.
- Demonstrate how all of this will be beneficial to Drexel.



# Contact Info

- Dr. Barbara Hornum, director  
Drexel Center for Academic Excellence  
Korman 293

E-Mail: [hornumbg@drexel.edu](mailto:hornumbg@drexel.edu)

Tel: 215-895-4904

Fax: 215-895-4967

Website: [www.drexel.edu/provost/dcae](http://www.drexel.edu/provost/dcae)