

## Guidelines for Personnel Reviews

### Role of the Candidate

Candidates for review should be familiar with the Criteria for Decisions on Faculty Status as stated in the Academic Handbook. It is the candidate's responsibility to present compelling evidence that he or she has met the relevant criteria. The Office of the Vice President for Academic Affairs will automatically place certain materials in the decision file, to which the candidate adds a CV, statements on teaching, scholarly and artistic work, and service, and selected supporting evidence; see below for additional details for each of these additional materials. All documents prepared by the candidate for the review should use a minimum 12-point font and have no smaller than 1" margins.

### CV

The CV provides a quick and accurate reference of the candidate's accomplishments with particular emphasis on the period under review. In order to assist the personnel process, the CV submitted as part of the review file should be organized according to the criteria for review at DePauw, with main headings of "Teaching," "Scholarly and Artistic Work," and "Service." Candidates are encouraged to use one of two attached template formats. The candidate should compare his or her CV with the Table of Contents prepared for each notebook to ensure that there are no inconsistencies.

### Statements on Teaching, Scholarly and Artistic Work, and Service

The candidate should prepare the following four single-spaced documents: a 1-3 page teaching philosophy; a 5-10 page teaching statement; a 1-5 page statement on scholarly and artistic work; and a 1-5 page statement on service. Each statement should provide a clear, concise, and well-organized, explanation of the candidate's important activities and accomplishments in each of the areas under review—teaching, scholarly and artistic work, and service—with an emphasis on accomplishments during the period under review. To the extent that it is possible, the candidate should ensure that the statements are accessible to colleagues from other disciplines. These statements, together with the other materials in the decision file, should provide clear evidence that the candidate has met the specific criteria appropriate for his or her review (term, interim, tenure, and/or promotion) in each of the three areas. Where possible, the candidate should include references to specific documents in the decision file. The statements should help the reviewers understand the evidence on these topics in the decision file. These statements should also address any apparent problems suggested by the evidence in the decision file (e.g. persistent negative comments in student opinion surveys, concerns raised in a prior review). Together with the evidence in the decision file, these statements provide those reviewing the decision file with a clear and coherent picture of the candidate's activities and accomplishments during the period under review.

If a candidate lists an activity under more than one category, for example under both scholarly and artistic work and service, then the candidate must provide perspective about the relative weighting of the activity.

The candidate's statements should *avoid evaluative claims* but rather provide context and narrative for the evidence. Hence, the statements should not include such claims as: "My peer evaluations and student opinion forms show that my teaching is strong," "My publication of four books in just two weeks surely constitutes evidence of significant performance in scholarly and artistic work," "My work on COF exceeds the standards of significant performance in service," and the like. The candidate's job is to *provide evidence* sufficient to establish that the relevant criteria have been met; it is the job of the personnel committee and the Committee on Faculty to determine whether the criteria have been met.

### Supporting Evidence

Although a candidate may have at his or her disposal hundreds of pieces of evidence, the inclusion of them all will serve neither the candidate nor the reviewers well. To present a compelling case, candidates are best advised to select *an illustrative subset* of evidence. Again, the supporting evidence, together with the three statements described above, should provide reviewers with a clear and coherent picture of the candidate's activities and accomplishments during the period under review.

### **Role of the Personnel Committee**

The role of the personnel committee is to determine whether the decision file demonstrates that the candidate met the criteria in each of the areas under review: teaching, scholarly and artistic work, and service. In this evaluation, the personnel committee should draw on the expertise of its members to evaluate and, where appropriate, provide professional context for the evidence in the candidate's file. If a personnel committee finds that the evidence is insufficient, it may make a request to COF to enter into investigative mode to obtain the necessary materials.

In producing their report(s), personnel committee members should bear firmly in mind that their audience consists of colleagues who are not specialists in their field. Personnel committee members should see it as part of their mission to help members of COF understand the weight of the evidence in the file under review.

### **Role of the Committee on Faculty**

The role of the Committee on Faculty (COF) is to determine whether the personnel committee's conclusions are supported by the evidence in the file and that personnel committee members have thoroughly considered the evidence and have not imposed standards different from those of the University as a whole. If COF determines that the personnel committee's conclusion about the candidate's file is not supported by the evidence in the file, then COF will offer its own conclusions.