as well as the credentials and relationship to the candidate for all letter writers must be included in the nominee's promotion file.

Promotion files at most institutions require letters collected outside referees. Typically, candidates and faculty are asked to submit names for referees, and the department chairperson chooses the referees from which letters are solicited. A copy of the solicitation letter for letter writers' selection is attached to the dossier.

<table>
<thead>
<tr>
<th>Promotion</th>
<th>Research</th>
<th>Teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevance, consulting activities</td>
<td>Technology commercialization</td>
<td>Graduate student committee involvement</td>
</tr>
<tr>
<td>Leadership, communication skills</td>
<td>Editorial services (reviewer, editorial board, editor)</td>
<td>Teaching assistant, training and development</td>
</tr>
<tr>
<td>Serve on interdisciplinary society</td>
<td>Evidence of interdisciplinary society</td>
<td>Participation in teaching development workshops, seminars, etc.</td>
</tr>
<tr>
<td>Service on panels, committees, etc.</td>
<td>Group-funded (title, date, amount, your role)</td>
<td>Student teaching, learning communities, first-year experiences, etc.</td>
</tr>
<tr>
<td>Communication and creative work, exhibitions, etc.</td>
<td>Grant applications</td>
<td>Learning outcomes data for course改革</td>
</tr>
<tr>
<td>Work in progress</td>
<td>Invited lectures</td>
<td>Peer observations of teaching</td>
</tr>
<tr>
<td>Scholarly activities</td>
<td>Conference papers</td>
<td>Summary of open ended summative student evaluations for each course presented in a table with means</td>
</tr>
<tr>
<td>Publications including in press and in submission</td>
<td>A description of your research program</td>
<td>Course materials, student feedback, etc.</td>
</tr>
</tbody>
</table>

**Your Plan to Tenure: Beginning with the End in Mind**

Year 1: What will your tenure portfolio look like?
With thanks to Purdue's Faculty Affairs, Top Ten to Tenure, who offered many of these tips at Purdue's New Faculty Orientation, August 17, 2010.

What is your strategy and how will you achieve it?

1. What do you want to have accomplished by Year 6?

2. What are the yearly goals in your plan to achieve tenure?

3. How will you manage your time to meet your yearly goals?

4. Why is or needs to be on your team to "help make your goals happen?"

Document departmental support.  
Track outside support and successful partnerships.  
Serve/Engage.
Find connections between scholarly work and development of an engagement plan for promotion and tenure.

Develop own institutional innovations.  
Keep track of course taught, outstanding students and your mentor's students through your research team.
Set clear expectations in your classroom and lab.
Know what your students will be evaluating you on.
 Solicit feedback from students mid term.

Be a good teacher.

Work with and develop dependable teaching assistants.  
Don't take too many brand new or "new to you" classes.  
Develop consistency in one class you can offer every year.

Budget your teaching time.

Looking ahead - Tips and Strategies for Tenure Preparation:

"Your Plan to Tenure: Beginning with the End in Mind"