# College of Arts & Sciences: NTTF EPR Information 2015

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Overview of EPR Process

Summer and early Fall 2015: preparation of dossier
- Candidates prepare credentials. Depending on unit convention, a candidate may be assisted by the chair/director and/or senior faculty. In general, it is the candidate’s responsibility to assemble all materials and ensure accuracy of materials submitted.

- Dossier is compiled on the electronic reappointment, promotion, and tenure (eRPT) review system. Log in to the system at erpt.bgsu.edu, using your regular BGSU username and password.

September-November 2015: unit review
- Candidates finalize electronic dossier for unit-level review by 30 Aug (NTTF with 7+ yrs. of service), 15 Sep (4-6 yrs. of service) or 30 Sep (3 yrs. of service). CV may be updated to this point.
- Eligible faculty review dossier and vote on case.
- The department’s eligible voters or designated promotion committee prepare recommendation by 15 Sep (7+), 30 Sep (4-6) or 15 Oct (3).
- Chair prepares a recommendation by 30 Sep, 15 Oct, or 15 Nov.

October 2015 - February 2016: college review
- Associate dean Ted Rippey and senior secretary Chris Bloomfield review dossiers for content and follow up with candidates and/or chairs/directors as needed.
- College PTRC reviews dossiers.
- PTRC makes recommendations to Dean by 15 Oct (7+), 15 Nov (4-6), 31 Jan (3).
- Dean makes recommendation to Provost by 31 Oct, 15 Dec, 28 Feb.

College PTRC Committee Members

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Area</th>
<th>Term</th>
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<tbody>
<tr>
<td>Monica Longmore</td>
<td>Social Sciences Division</td>
<td>2014-16</td>
</tr>
<tr>
<td>Peg Yacobucci</td>
<td>Math/Science Division</td>
<td>2015-17</td>
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<tr>
<td>Allie Terry---Fritsch</td>
<td>Arts &amp; Humanities Division</td>
<td>2014-16</td>
</tr>
<tr>
<td>Becky Mancuso (Chair-Elect)</td>
<td>Social Sciences Division (AL)</td>
<td>2015-17</td>
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</tbody>
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Notification regarding reappointment: 1 Dec (7+), 1 Feb (4-6), 1 April (3)
2.3.1. NTTF Appointments During Years One, Two, and Three.

2.3.1.1. Non-tenure-track faculty may be initially hired at any rank (section 3.2) commensurate with academic credentials, professional experience, or previous employment history. After initial hire, rank is retained in subsequent contracts even if BGSU service is interrupted by years of approved leaves of absence. If promoted in rank, rank is retained in subsequent contracts even if BGSU service is interrupted by years of approved leaves of absence.

2.3.1.2. For nonrenewable/terminal contracts, the length of contract will be stated in the appointment letter. For renewable contracts, initial hiring is for one-year renewable contract or for two- or three-year terms of annually renewable contracts.

2.3.1.3. There will be annual performance reviews (APRs) at the end of each year for NTTF employed beyond an initial one-year contract (section 5.2.3).

2.3.1.4. Within the first three (3) years of full-time NTTF employment at BGSU, the offer of reappointment/contract renewal is at the sole and exclusive discretion of the University.

2.3.1.5. Bargaining Unit Faculty Members within the first three (3) years of NTTF employment at BGSU may expect to be notified by the responsible academic administrative officer as early as possible, but no later than April 1, of opportunities for additional appointment for the subsequent academic year or that an opportunity for additional appointment is not anticipated. Absent written notification no later than April 1 of an academic year that the appointment is not to be renewed for the next academic year, the appointment for the next academic year shall be regarded as renewed. Nothing in the foregoing, however, shall preclude the right of the University to extend an offer of additional appointment, or of the Bargaining Unit Faculty Member to accept such offer, later than April 1 should circumstances subsequently create the opportunity for renewed appointment.

2.3.2. NTTF Appointments During Years Four, Five, and Six.
2.3.2.1. After any combination of previous contracts exceeds a cumulative total of three (3) years of BGSU employment as a full-time, non-tenure-track faculty member, and after the favorable completion of an enhanced performance review (EPR) during year three (Section 5.2), the subsequent offer of employment shall be for a three-year term of annually renewable contracts, during which the NTTF position does not need to be re-advertised and the NTTF does not need to reapply for the job.

2.3.2.2. There shall be annual performance reviews (APRs) during each year of the three-year term, with the second enhanced performance review (EPR) conducted during the final year of the three-year term (i.e., during year six of cumulative full-time NTTF employment at BGSU). Contract renewal is typically offered following successful APRs and/or EPRs (subject to 2.3.2.3); however, satisfactory performance cannot guarantee reappointment.

2.3.2.3. The annual renewal of contract during years four, five, and six of full-time NTTF employment at BGSU is at the discretion of the University based on the following criteria: (1) continued satisfactory performance of instructional and/or related faculty duties (as determined from annual performance reviews and enhanced performance reviews), (2) continuation of demand for duties normally performed by the appointee, or courses normally taught by the appointee (as determined by the Department Chair/School Director), and (3) anticipated budgetary resources adequate to support the NTTF position for the ensuing academic year (as determined by the Dean and approved by the Provost/VPAA). Any such nonrenewal that is for other than unsatisfactory performance will occur on the basis of seniority (least senior to be nonrenewed first) among those NTTF who, as determined by the Department Chair/School Director, have the present skills, ability, expertise, and experience to teach the courses continuing to be offered by the department/school and taught by NTTF.

2.3.2.4. Bargaining Unit Faculty Members within the second three years of full-time NTTF employment at BGSU may expect to be notified by the responsible academic administrative officer as early as possible, but no later than February 1, of opportunities for additional appointment for the subsequent academic year or that an opportunity for additional appointment is not anticipated. Absent written notification no later than February 1 of an academic year that the appointment is not to be renewed for the
next academic year, the appointment for the next academic year shall be regarded as renewed. Nothing in the foregoing, however, shall preclude the right of the University to extend an offer of additional appointment, or of the Bargaining Unit Faculty Member to accept such offer, later than February 1 should circumstances subsequently create the opportunity for renewed appointment.

2.3.2.5. If a Bargaining Unit Faculty Member does not receive reappointment during years four, five, and six of a full-time NTTF employment, then the reasons for failure to reappoint shall be specified in the notification letter.

2.3.3. NTTF Appointments in Year Seven and Beyond.

2.3.3.1. Upon completion of six years of cumulative full-time NTTF service at BGSU, and upon favorable completion of two (2) enhanced performance reviews (EPRs), the Bargaining Unit Faculty Member becomes eligible for an unlimited series of three-year terms of annually renewable contracts during which the NTTF position does not need to be re-advertised and the NTTF does not need to reapply for the job.

2.3.3.2. There shall be annual performance reviews (APRs) during each year of the three-year term, with enhanced performance reviews (EPRs) conducted during the final year of each three-year term. Contract renewal is typically offered following successful APRs and/or EPRs (subject to 2.3.3.3); however, satisfactory performance cannot guarantee reappointment.

2.3.3.3. The annual renewal of contract in year seven and beyond of full-time NTTF employment at BGSU is at the discretion of the University based on the following criteria: (1) continuing satisfactory performance of instructional and/or other faculty duties (as determined from annual performance reviews and enhanced performance reviews), (2) continuing demand for duties normally performed by the appointee, or for courses normally taught by the appointee (as determined by the Department Chair/School Director), and (3) adequate budget resources to continue the position for the coming year (as determined by the Dean and approved by the Provost/VPAA).

Any such nonrenewal that is for other than unsatisfactory performance will occur on the basis of seniority (least senior to be nonrenewed first) among those NTTF who, as determined by the Department Chair/School Director, have the present skills, ability, expertise, and experience to teach the courses continuing
to be offered by the department/school and taught by NTTF.

2.3.3.4. A Bargaining Unit Faculty Member in year seven or beyond of his/her full-time NTTF employment at BGSU may expect to be notified by the responsible academic administrative officer as early as possible, but no later than December 1, of opportunities for additional appointment for the subsequent academic year or that an opportunity for additional appointment is not anticipated. Absent written notification no later than December 1 of an academic year that the appointment is not to be renewed for the next academic year, the appointment for the next academic year shall be regarded as renewed. Nothing in the foregoing, however, shall preclude the right of the University to extend an offer of additional appointment, or of the Bargaining Unit Faculty Member to accept such offer, later than December 1 should circumstances subsequently create the opportunity for renewed appointment.

2.3.3.5. In any case where an NTTF member with seven or more years of service is non-renewed for reasons other than unsatisfactory performance and, within one (1) year of the expiration/nonrenewal of the member’s appointment, the University elects to fill an NTTF position in his or her department/school, it shall first be offered to that NTTF member provided the member has the present skills, experience and expertise for the position. Additionally, should the University elect to hire adjunct/part-time faculty to cover part of the affected faculty member’s previous teaching load for the following academic year, the University shall first offer the affected faculty member the right to teach those classes which may be available. Unless the affected faculty member notifies the University within 14 days that he or she accepts any offer described in this paragraph, the offer shall be considered declined.

2.3.3.6. If a Bargaining Unit Faculty Member does not receive reappointment during years seven and beyond of a full-time NTTF employment, then the reasons for failure to reappoint shall be specified in the notification letter.

2.3.4. NTTF whose contracts have been nonrenewed pursuant to section 2.3 may apply for available full-time and part-time faculty positions at BGSU.

2.3.5. Status of Currently Employed NTTF at BGSU

2.3.5.1. Any Bargaining Unit Faculty Members currently in years four, five, or six of consecutive appointment as NTTF as of the
effective date of this Agreement shall be deemed to have favorably completed one (1) enhanced performance review (EPR).

2.3.5.2. Any Bargaining Unit Faculty Members currently in year seven or greater of consecutive appointment as NTTF as of the effective date of this Agreement shall be deemed to have favorably completed a minimum of two (2) enhanced performance reviews (EPR) or one EPR for every third year of BGSU service as a full-time faculty member.

2.3.6. Non-tenure-track faculty members shall have the continuing obligation and professional responsibility to remain informed in their disciplines in order to render efficient service to the University.

2.3.7. Non-tenure-track faculty who wish to either resign an existing appointment, or to decline a renewal of an existing appointment for an ensuing academic year, or to retire from BGSU service, should notify in writing their respective Department Chair/School Director and also the Dean, at least three months prior to the end of the academic year. A waiver of these requirements may be provided by the Dean in cases such as disability, health emergency, or other reason.
5. Evaluation of Non-Tenure Track Faculty

5.1. General Comments about Review of Non-Tenure-Track Faculty

5.1.1. A non-tenure-track faculty member shall be advised by the Department Chair/School Director regarding specific assignment duties and the substantive standards and procedures used in decisions for annual reappointment (based upon annual performance reviews and enhanced performance reviews) and for promotion. Any additional expectations used by the department or school shall be brought to the attention of the NTTF member, and written copies of these additional expectations shall be readily available upon request.

5.1.2. Each academic unit shall have a written success plan for the professional development of every NTTF member. The Department Chair/School Director shall communicate with the NTTF member to foster achievement and effectiveness in the areas of the NTTF member’s assigned responsibilities.

5.1.3. The Department Chair/School Director shall provide reasonable advanced notification of upcoming unit, college, or university schedules or deadlines for reappointment, annual performance reviews, enhanced performance reviews, or promotion.

5.2. Reappointment of Non-Tenure-Track Faculty

5.2.1. Non-tenure-track Bargaining Unit Faculty Members shall be reviewed annually for reappointment, in the form of either an annual performance review (APR) or an enhanced performance review (EPR), in accordance with the academic unit’s reappointment policy.

5.2.1.1. At the unit-level, the decision to positively/negatively recommend reappointment shall be based primarily on the content of current and previous annual performance reviews (APRs) and/or enhanced performance reviews (EPRs), with emphasis on continuity of favorable performance or a clear record of improved performance.

5.2.2. Unit NTTF Reappointment Policy

5.2.2.1. Each academic unit (department, school, or instructional support unit) shall have established written policies for annual reappointment of NTTF members regarding: (1) the criteria used
for annual performance reviews (APRs) and enhanced performance reviews (EPRs), (2) the process for conducting and completing either of these types of reviews, (3) the schedule or deadlines for completing reviews, and (4) a process outlining the opportunity for Bargaining Unit Faculty Members to submit a rebuttal letter at any stage of the reappointment review.

5.2.2.2. The responsibility for establishing criteria and procedures for evaluation and for conducting the reviews lies with the Bargaining Unit Faculty Members of the academic unit and the Chair/Director, subject to endorsement of the Dean.

5.2.2.3. The unit faculty may amend the unit’s reappointment policy at any time, with the concurrence of the Chair/Director and Dean, to be applied to subsequent reappointment reviews. However, such changes may not be applied retroactively to NTTF members during existing multiple year terms of annually renewable contracts.

5.2.3. **Annual Performance Reviews (APRs)**

5.2.3.1. Annual Performance Reviews (APRs) shall be conducted by the Department Chair/School Director, in accordance with the unit’s reappointment policy. In all cases, student evaluations of teaching shall not constitute the sole criterion for evaluation of faculty teaching performance. The written recommendation of the Chair/Director shall be submitted to the Dean and the Provost/VPAA.

5.2.3.2. Prior to submitting the unit’s written recommendation to the Dean, the Department Chair/School Director shall meet with the NTTF member, provide him/her with a written copy of the recommendation, and discuss the content of the recommendation. In response, the NTTF member may submit a rebuttal letter, in accordance with the unit’s NTTF reappointment policy.

5.2.3.3. The unit’s written recommendation regarding reappointment shall be submitted to the Dean. The decision regarding reappointment shall be in accordance with the provisions of Section 2.3.

5.2.4. **Enhanced Performance Reviews (EPRs)**

5.2.4.1. Non-tenure-track Bargaining Unit Faculty Members who have received appointments for three (3) consecutive years shall be subject to an Enhanced Performance Review (EPR) during the
third year of appointment before an additional appointment can be authorized. An NTTF member on a three-year term of annually renewable contracts would normally have an EPR during the final year of his/her term.

5.2.4.2. Enhanced Performance Reviews shall require that the NTTF member compile a dossier consisting of his/her curriculum vitae (CV) and additional supporting materials required by the unit’s reappointment policy.

5.2.4.2.1. For non-tenure-track faculty, Enhanced Performance Reviews may also involve additional evaluation components including, but not limited to, demonstrations of teaching, peer review of teaching by external evaluators, presentations in various formats, public demonstrations of teaching technology, and/or external peer review of instructional activities in a clinical or laboratory setting. In all cases, student evaluations of teaching shall not constitute the sole criterion for evaluation of faculty teaching performance.

5.2.4.2.2. For non-tenure-track faculty on research appointments, Enhanced Performance Reviews may involve additional evaluation components including, but not limited to, external peer reviews of publications, grants, and/or research presentations.

5.2.4.3. Initial responsibility for applying established criteria of the unit’s reappointment policy and making recommendations regarding reappointment following an Enhanced Performance Review rests with the tenured, probationary tenure-track, and non-tenure track Bargaining Unit Faculty Members in the unit who are above the rank of the faculty member being reviewed, who shall make a written recommendation to the Department Chair/School Director.

5.2.4.4. The Chair/Director shall submit the written recommendations of the unit faculty to the Dean, accompanied by his/her own written statement agreeing or disagreeing with the unit faculty’s recommendation. If the Chair/Director disagrees with the recommendation of the unit faculty, then he/she shall state the reasons for his/her disagreement in writing.

5.2.4.5. Prior to submitting the unit’s recommendation to the Dean, the Department Chair/School Director shall meet with the NTTF
member, provide him/her with copies of the written recommendation from the unit faculty and the recommendation from the Chair/Director, and discuss the content of the recommendations. In response, the NTTF member may submit a rebuttal letter in accordance with the unit’s NTTF reappointment policy.

5.2.4.6. The Dean of the college shall make his/her own recommendation after reviewing the written recommendations of the faculty of the academic unit, the Chair’s/Director’s recommendation, and the recommendation from the college-level review committee. The Dean will then forward his/her recommendation, along with the written recommendations of the faculty of the academic unit, the Chair’s/Director’s recommendation, and the college-level review committee’s recommendations to the Provost/VPAA.

5.2.4.7. The Provost/VPAA shall have the responsibility for recommending reappointment or nonrenewal to the President. All written recommendations with appropriate supporting material appended thereto and a record of actions taken shall become part of the permanent personnel files in the Office of the Provost/VPAA.

5.2.4.8. The decision to reappoint the faculty member, upon the completion of the Enhanced Performance Review, shall be in accordance with the provisions of Section 2.3.

5.2.4.9. If, after considering the progress recommendations from the academic unit, the Chair/Director, the college-level review committee, and the Dean, the VPAA determines that a non-tenure track faculty member is not performing satisfactorily, the University shall give written notice of its intention to nonrenew the employment of the affected Bargaining Unit Faculty Member and the reasons for the decision to nonrenew shall be specified, with a copy sent to the BGSU-FA.

Contract language regarding grievances related to reappointment can be found in Article 14, Section 8.
REQUIRED PROFESSIONAL CV/RESUMÉ FORM FOR BGSU FACULTY

Excerpted from University Charter, Faculty Handbook Section

(In all categories, please respond chronologically with the most recent activity at the top of the list.)

I. Academic Degrees

II. Academic Positions
   A. Teaching Positions
   B. Administrative Positions

III. Non-academic Positions
   (List all salaried positions in business, industry, or government. Do not list minor political offices or appointments.)

IV. Teaching Experiences
   A. Teaching Experiences
      (List the course you have taught and the number of years of experience with each course. Do not list “Problems” or “Readings” courses.)
      1. Undergraduate Courses
      2. Undergraduate—Graduate Courses
      3. Graduate Courses
      4. Other Teaching. (List here interdisciplinary courses, supervision of students, teachers, workshops, or courses conducted to teach graduate assistants to teach or other kinds of teaching unique to a college or university setting.)
      5. Thesis and Dissertation Students. (List here those students for whom you served as the major research advisor and as chair of the thesis or examining committee.)
         a. Theses: Name Degree Year University
         b. Dissertations: Name Degree Year University
      6. Membership on Dissertation Committees: Name Degree Year University
      7. Membership on Thesis Committees: Name Degree Year University

V. Curriculum Development
   (List courses added to the curriculum, workshops, etc.)
   A. Courses
   B. Workshops
   C. Educational Materials (filmstrips, films, TV materials, etc. Provide publisher, date of publication, etc.)

VI. Professional Development
   (List courses taken, workshops, improvement leaves, post—doctoral training, etc.)

VII. Academic Advising
   A. Undergraduate Year Number of Students Assigned
   B. Graduate Year Number of Students Assigned
VIII. Research Interests
(Give the specialty or specialties within your discipline in which you have high research competence(ies) and with which you prefer to be identified.)

IX. Research Projects and Grants
(List the funding agency, the agency project number if known, the date, the dollar amount of support, and the title of the project. Do not list pending or unsuccessful applications. Any special research equipment or travel grants should be included under this heading.)

X. Publications and Equivalencies
A. Publications
List only articles published or accepted for publication and/or books published or assigned a publication date. In all cases include publisher, date of publication, pages and other appropriate information.

1. Books
   (a) Textbooks
   (b) Scholarly books
   (c) Anthologies and all edited texts designated as such
   (d) Indexes and other bibliographic texts

2. Journal Articles
   (a) Refereed Articles
       (1) Journals
       (2) Proceedings
   (b) Non-refereed Articles
       (1) Journals
       (2) Newsletters
       (3) Miscellaneous
       (4) Editorships of Journals

3. Book Reviews
   (a) Book review essays
   (b) Book reviews

4. Abstracts

5. Reports
   (a) Published
   (b) Unpublished

OR

B. Equivalencies

Spatial Arts
(List appropriate information, dates, locations, etc.)

1. Invited BGSU art shows
2. Invited external art shows
3. Juried exhibitions
4. Works in permanent collections
5. Touring exhibits
6. One-person shows
7. Prizes

OR
Dramatic Arts
1. Directing (Play, where performed, dates, sponsor/producer)
2. Acting (Play, where performed, dates, sponsor/producer)
3. Original play (Name, publisher or producer, dates, location, etc.)
4. Scenery and costume design (Play, where performed, dates, sponsor/producer)

OR

Patents Awarded
(List patent number, date, etc.)
OR
Product or Engineering Designs
(Describe product, company accepting design, etc.)

OR

Other

XI. Papers Read to Professional Societies
A. Invited papers
B. Refereed papers
C. Non-reviewed papers

XII. Service
A. Department
B. College
C. University
D. Professional
(List only offices or other held appropriate professional service such as chairing a symposium or panel discussion.)

XIII. Research or Professional Consultantships

XIV. Membership in Professional Organizations

XV. Honors and Awards
A. Membership in Honor Societies
B. Awards (List award, date, sponsor, etc.)
**NTTF EPR dossier contents**

*upload materials at erpt.bgsu.edu*

1. Academic Unit’s Reappointment, Promotion & Tenure Document.
2. Curriculum Vitae of the Candidate in BGSU format.
4. At least 2 peer teaching evaluations.
5. Quantitative student evaluations from all courses taught in the last three years, presented in a comparative context.
6. Qualitative evaluations (full sets of student comments) from at least 3 courses.
7. Three secondary indicators of teaching effectiveness (materials that document teaching innovation and accomplishment).
9. Relevant supporting materials for service.
10. Research Narrative: statement describing candidate’s approach, research trajectory, and evidence of accomplishments. **ONLY IF RESEARCH/CREATIVE IS PART OF APPT.**
11. External Review Letters & CVs.*
13. At least three samples of publications or scholarly/creative work. **ONLY IF RESEARCH/CREATIVE IS PART OF APPT.**
15. Previous Reappointment Letter.
16. Recommendation from the Academic Unit Faculty Committee.*
17. Recommendation letter from the Chair or Director.*
18. Recommendation from the A&S PTRC.*

*Candidate is not responsible for uploading these materials.*


**Teaching documents**

**Recommendations for inclusion***
- Narrative statement describing candidate philosophy and evidence of accomplishments. *Should be no more than three single-spaced pages.*
- Quantitative teaching evaluations for all classes taught in the last three years, presented in comparative context.
- Complete sets of qualitative student comments from three courses.
- At least two substantive peer reviews of classroom teaching.

- Three supplemental examples of innovation and success in teaching.

**Supplemental examples may include:**
- products of your teaching (projects, labs, exhibitions, student writing, exams)- include your assignment or activity design and a representative example of student work
- presentations and publications on teaching
- reviews by colleagues of student assignments, syllabi, tests, projects
- unsolicited letters from students

**Thoughts on narrative:**
- Articulate personal teaching philosophy and goals.
- Reflect on successes and those strategies that fell short of success.
- Describe steps taken to improve teaching.
- Discuss materials you use to augment your teaching efforts. Address supplemental materials in your dossier and why they were included.
- Include delineation of learning outcomes and assessment techniques and their results.
- Identify your unique instructional contributions.
- Strike a balance between personal and professional tone.

*Candidates should consult their unit Reappointment, Tenure & Promotion Document for further specification.*
Service documents

Tenure and promotion to associate usually requires demonstration of service at the departmental, college, and University level. It is also important to demonstrate that the candidate is a functional “team player” and contributes to the unit. Candidates for promotion to full professor are expected to have made significant service contributions at the departmental, college, University, and professional levels.

Candidates for reappointment should show progress toward these service objectives.

Recommendations for Inclusion*

- Narrative statement that describes the candidate’s philosophy and evidence of accomplishments of last three years. The recommended length is two pages.
- Relevant supporting materials.

Thoughts on service materials:

- Emphasize several departmental service activities in which you were involved and demonstrate that you made substantive contributions. If you have served as advisor to a student group, include this information here.

- Describe service on college and/or University committees. Emphasize any leadership roles you assumed.
- Include any service to a professional society or organization.

- Include any service to the community at large.

- Include statements or letters from colleagues that acknowledge your service contributions.
- Your narrative should indicate some service goals for the future.

* Consult your unit RTP document for further specification.
Recommendations for Inclusion*

• Narrative statement, of no more than three single spaced pages, that describes the candidate’s approach/methodology and discusses recent accomplishments. The narrative should depict the evolution of the candidate’s research program. Document collaborations and identify future directions.

• Three samples of publications or scholarly/creative work.

*Consult your unit RTP document for further specification.

Supplemental Materials to Document Research Accomplishments

• Evidence of grant writing activity including dollars secured (include non-funded as well). DO NOT include full grant proposals. You may include abstract and notification of award.

• Presentations at professional meetings.

• Citation indexes.

• Reviews in professional and public media.

• Slides of creative work with an index.

• Programs, announcements of creative work.

Thoughts on Narrative:

• Include past, present and future research/creative work directions and accomplishments.

• Provide an overview of the supporting materials that are included and why they were selected.

• Address the independent evolution of research/creative work since graduate school/hire or since last promotion.

• Strike a balance between personal and professional tone.

• Emphasize how (graduate) students are involved in your research program.

• Avoid highly technical discussion; write for the layperson.

• Include evidence that work is highly valued.

The research portfolio is designed to selective and representative but not necessarily all inclusive. The vita should be inclusive.