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SCHOOL OF LIBERAL ARTS

INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS

SCHOOL OF LIBERAL ARTS PROMOTION AND TENURE

GUIDELINES

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SCHOOL OF LIBERAL ARTS PROMOTION AND TENURE GUIDELINES

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I. PURPOSE

The following guidelines for preparing promotion and tenure dossiers are intended to supplement the guidelines and comments issued each year by the IUPUI Dean of the Faculties. Chairs and candidates should also consult the *Indiana University Academic Handbook* and the *IUPUI Supplement to the IU Handbook*. The primary intention of these guidelines is to assist candidates and chairs in preparing well-documented dossiers. A well-prepared dossier is crucial to making a successful case for tenure and/or promotion.

School guidelines for chairs are intended to assist faculty in responding to University policies, procedures, and criteria; they do not replace or alter University policies, procedures, or criteria. Chairs are expected to assist faculty in preparing the best possible cases for promotion and tenure through the annual review process and individual counseling throughout the year and not merely the weeks immediately preceding departmental review.

University policy requires that recommendations for tenure be prepared by chairs and/or other appropriate administrative officers and that such recommendations be submitted through the academic administration of each campus. Only the Board of Trustees may award tenure (see *Indiana University Academic Handbook*). Similarly, the names of those members of the department who are deemed worthy of promotion on the basis of established criteria and all recommendations must be submitted through the academic administration of each campus. Only the Board of Trustees may approve recommendations for promotion (see *Indiana University Academic Handbook*).

In addition to the policies contained in the *Indiana University Academic Handbook* and the *IUPUI Supplement to the IU Academic Handbook*, the Dean of Faculties annually issues instructions for the preparation of dossiers, including the specification of contents and timetables for submission. These campus instructions are forwarded to department chairs who are responsible for following them in accord with supplemental directions from the Dean of the School of Liberal Arts; this document constitutes one such supplement.

All faculty, but especially untenured faculty and lecturers, must be aware of the University's "Policies Governing Reappointment and Non-Reappointment during probationary period." The full statement of these policies may be found in the *Indiana University Academic Handbook* and the *IUPUI Supplement to the IU Academic Handbook*. Chairs should review this statement annually and also inform faculty who may not be recommended for reappointment review it as well.

II. GENERAL ISSUES

A. Immediately upon assuming their duties, all newly-hired tenured or tenure-eligible faculty members and lecturers, regardless of rank, will receive from their respective department chairs copies of four documents:

1. The promotion and tenure guidelines adopted by their respective departments.
2. The SLA Promotion and Tenure "Criteria Statement."
3. The SLA Promotion and Tenure Guidelines (i.e., this document).
4. The Tenure Timetable, which clearly states the expected year in which a tenure eligible faculty member will be put forward for tenure. For lecturers, a Promotion Timetable that clearly states the year in which a lecturer might be considered for promotion to senior lecturer.

B. All persons who are or will be associated with the tenure and promotion process of the School of Liberal Arts, including candidates, chairs, and members of relevant committees, should review these documents carefully.

C. The specific qualifications required for tenure and/or promotion are discussed in full in the departmental promotion and tenure documents and in the SLA Promotion and Tenure “Criteria Statement”. Campus guidelines are found in the *Indiana University Academic Handbook*. What follows here pertains only to the guidelines to be followed in conducting tenure and/or promotion reviews.

D. In preparing dossiers, it is important to remember the audiences that will be evaluating them. There are six campus levels of review. All reviewers, whether colleagues in the department and School of Liberal Arts, administrators at various levels, or faculty from other academic units of IUPUI, will come to the dossiers with their own sets of presumptions and assumptions. They will inevitably be less swayed by assertions and claims of excellence than by demonstrations of unambiguous evidence. Selective statements, whether coming from a student, a colleague, a community leader, or a nationally prominent individual, should be supported by demonstrable evidence such as peer evaluations, student evaluations, and professional assessments.

E. At each stage in the review process candidates are to be informed, promptly, of the recommendations made regarding their tenure and/or promotion, in order that their response may go forward to the next level with the recommendation. Therefore, before the department chair’s recommendation concerning a candidate is sent to the dean, the candidate too will be furnished with a copy of that same recommendation. The candidate will also be provided at this time with a copy of the primary committee’s report to the department chair, which shall include a record of the committee’s numerical vote. However, the votes of particular members of the committee, as well as their individual judgments and comments, shall be kept confidential. Candidates will indicate that they have received and read these documents by signing a copy of each and returning it to the department chair, along with any comment or reply they may wish to make. At this point the file will be forwarded to the dean’s office.

F. Before the dean’s recommendation concerning a candidate is sent to the next level, the candidate will be furnished with a complete and verbatim copy of that same recommendation. The candidate will also be provided at this time with a copy of the SLA Promotion and Tenure Committee’s report to the dean, which shall include a record of the committee’s numerical vote. However, the votes of particular members of the committee, as well as their individual judgments and comments, shall be kept confidential. Candidates will indicate that they have received and read these documents by signing a copy of each and returning it to the dean’s office, along with any comment or reply she or he may wish to make. At this point the file will be forwarded to the Office of the Dean of the Faculties by the date specified in the Campus Guidelines.

G. The following provides detailed information on the responsibilities of candidates for promotion and tenure; the department’s primary committee (i.e., the committee at the department level charged with responsibility for promotion and tenure issues); the department chair; and the SLA Promotion and Tenure Committee. The information required for each of these persons and committees, however, is not limited to that described in these guidelines. In addition, information is provided on guidelines for evaluation of applied research; external letters of recommendation; and candidates in interdisciplinary programs. The appendices contain the following: a sample copy of a letter to an external reviewer and the candidate’s vita in the format specified by the campus promotion and tenure guidelines (see Appendix F),

Note: Throughout this document, the terms "publication," "publisher," and "published" shall be understood to refer both to work available in printed form (books, articles, etc.) and to work available in electronic media (Internet, computer programs, software, etc.).

III. RESPONSIBILITIES OF THE CANDIDATE

It is the responsibility of candidates to document their accomplishments during the probationary period. The following list indicates several responsibilities of the candidate, which are not listed in any specific order of importance; neither is the list intended to limit the responsibilities of the candidates to those listed.

Tenure-line faculty are responsible for demonstrating satisfactory performance in all three of the areas of teaching, research and creative activity, and service. Consideration for promotion or tenure, of course, requires demonstrated excellence in at least one of the three areas or, in exceptional cases, evidence of balanced strengths that promise excellent overall performance of comparable benefit to the university. Consideration of promotion of lecturers to the rank of senior lecturer is based on demonstrated excellence in teaching, with at least satisfactory performance in service. Criteria for tenure and promotions are stated in the *Indiana University Academic Handbook* and in IUPUI's policy regarding lecturer appointments, approved by the Faculty Council 7 Feb. 2002 (<http://www.iupui.edu/~fcouncil/documents/lecturerpolicyfc020207.htm>).

A. Since a promotion is based primarily on work accomplished in rank, those accomplishments in teaching, service, and research and creative activity that are being cited as the basis for promotion should be clearly noted as having occurred subsequent to the candidate's attaining the current rank.

B. Accomplishments that are pending (e.g., articles submitted but not yet accepted or nominations for teaching excellence awards) should be clearly designated as such and considered appropriately within the context of the rank for which the candidate is being recommended.

C. Prior work of candidates hired with credit toward tenure should be considered in whole if the work is accomplished in rank. In some instances, professional work completed while the candidate was not in a tenure-track position, (e.g., as a research associate), may count toward tenure. This will be subject to approval by the chair/program director and dean. Such approval should be arranged as early as possible in the candidate's career, and should be documented in writing.

D. All published or forthcoming works listed in a dossier must be cited according to the complete citation form-- i.e., all citations must include title, publisher, place and date of publication, and page numbers.

E. Each publication should include a notation as to whether or not it was refereed and whether or not it was solicited. The significance of this information is always contextual and should be explained if it is not obvious.

F. Publications that are in whole or in part derived from the candidate's dissertation should be so noted. The candidate should also carefully document which part of the work, both the underlying research as well as the writing, was drawn directly from the dissertation and which part of the work moved beyond the dissertation.

G. Works in print should be listed under "publications" in the vita in the standard bibliographic format in chronological order. Works accepted for publication but that have not yet appeared in print should be included, but the notation "in press" or "forthcoming" should be added. Works submitted but not yet accepted may be listed under the heading "submitted." It is important to make these three distinctions clear. In all cases, the manuscripts

should be available for review. For the purposes of promotion and tenure, the following definitions apply:

1. An “in press” publication, be it an article, chapter, or book, is one that has been accepted for publication and no longer requires revision. To justify inclusion of “in press” publications in the vita, candidates must provide a letter from the editor and/or publisher of the manuscript stating that final copy proofs are in production.
2. A “forthcoming” publication, be it an article, chapter, or book, is one that has been fully accepted for publication, but still requires revisions by the author. For an article or chapter to be listed as “forthcoming” in the vita, the candidate must supply a letter from the editor stating that the manuscript has been accepted for publication. For a book length manuscript to be listed as “forthcoming,” the candidate must provide a copy of the contract from the publisher. Whether the publication be an article, chapter, or book, copies of all written reviews of the work upon which the publisher based her or his evaluation must also be included.
3. Letters from editors/publishers must be provided by the candidate to chairs in a timely fashion, so that they may be shown to external reviewers.
4. If the candidate cannot provide the documentation described in 1 and 2 immediately above, then the work should be described and listed as “submitted.”

H. Candidates must provide one copy, offprint, or preprint of each work published or accepted for publication, while additional copies are provided by the chair.

I. “Work in progress” should not be listed in the vita, but might be reported in the personal statement.

J. All known reviews (and not just a selection) of a book or other work should be forwarded along with the book. The candidate should also provide copies of any published reviews of those works that he or she wishes the committees to consider.

K. If a candidate for promotion and/or tenure presents published or soon-to-be-published materials that cannot be given adequate evaluation because they are written in a language insufficiently known to members of the department or SLA committee, the chair of either committee may request that the candidate prepare an English translation of selected portions of the materials (or a *precis* of them) that would permit the committee to make an informed evaluation. In certain cases it may be deemed necessary to invite a consultant, fluent in the language in question, to participate (but not vote) in the committee's discussions,

L. Papers given at professional meetings should be listed as a separate category.

M. A candidate's teaching record must be documented, not merely asserted. Candidates must provide an evaluation of teaching and advising materials, including summary statements of the results of teaching evaluations conducted since the candidate's last formal promotion evaluation, or for at least the three years preceding the year of the current review. If the department requires a peer review of teaching as part of the candidate's dossier, it is the candidate's responsibility to have this review completed in a timely fashion such that it may be included with other materials.

N. Proof of professional honors or recognition and proof of professional service, both within and without the University, is the responsibility of the candidate. All pertinent documentation

regarding such honors, awards, or service, e.g., letters of appointment to committees; letters of recognition from local, regional, national organizations) should be included in the dossier and, whenever a professional honor or award is cited, the candidate should also provide some information or documentation about the award or honor.

O. Copies of all annual review summaries of the candidate, as reflected in letters from the chair and the department primary committee, should be included in an appendix to the dossier. If an annual summary of the candidate is excluded from the dossier, the candidate must offer a compelling explanation for its exclusion. In addition, the candidate should discuss with the department chair submission of any other documents that may be deemed pertinent to promotion or tenure action. Annual review summaries will not be forwarded to the Dean of Faculties unless specifically requested by that office.

P. Significant new materials may be added to the dossier during the review process. If such materials are introduced and are considered by one of the levels of review, then all previous reviewers, as well as the candidate, are obligated to receive copies. Earlier reviewers need not take any action as a consequence, but they must have the opportunity to reconsider their recommendations.

Q. It is the candidate's responsibility to ensure that their materials, including the vita, are placed in the proper format. In order to facilitate this, three-ring binders, divided into labeled sections, are available from the dean's administrative assistant. In assembling the dossier, plastic sheet covers or other binders that make the dossier difficult to use should not be used. To facilitate evaluation, candidates are advised to include a sufficiently detailed table of contents for the dossier and for any appendices. The format of the vita is available in Appendix F of this document. Model dossiers are available from the dean's administrative assistant.

R. Should a candidate believe that procedures have not been followed by the primary committee, a written appeal may be directed to the department chair. Should a candidate believe that procedures have not been followed by the department chair or by the SLA Promotion and Tenure committee, a written appeal may be directed to the dean.

IV. RESPONSIBILITIES OF THE DEPARTMENT PROMOTION AND TENURE COMMITTEE: THE PRIMARY COMMITTEE

In commenting on the documentation, including the external letters, primary committees should address all aspects of the dossier, including written recommendations and evaluations of the candidate's teaching, research or creative activity, professional service, and university citizenship. Primary committees should also consider the candidate's strengths and weaknesses, real or apparent. Overlooked strengths and weaknesses can gain serious negative proportions in the review process. This is especially true of weaknesses, which gain importance by being ignored. When a dossier is reviewed at levels beyond the department without explanation of a perceived weakness, the latter may assume much greater importance than warranted, and candidates should be aware of this possibility.

It is recommended that the term of appointment to a department's primary committee should begin in January and end the following December. In this manner, the primary committee that initiates the process of promotion and tenure in the spring will be the same primary committee that evaluates the candidate in the fall.

The responsibilities of the primary committee include, but are not limited to, the following:

A. Appointment to the primary committee shall be made in such a way that no one who is otherwise qualified shall be barred from service on the basis of ethnicity, gender, physical disability, race, religion, or sexual orientation.

B. The department chair shall explain to the committee at their first meeting that if, in the course of deliberations, any questions arise regarding race, gender or other sorts of bias, then, at the request of one or more members, the committee should consult with a representative of the University's Affirmative Action Office for advice and guidance in such matters.

C. Members of the primary committee are not permitted to discuss their evaluation with the candidate, unless the committee as a whole should formally request such a discussion. Any such request must be communicated to the candidate through the chair of the committee. Any questions the candidate may have regarding the committee's procedures must also be directed to the chair of the primary committee.

D. Primary Committee Evaluation of the Candidate's Research and Creative Activity.

1. The committee will summarize the content of all available reviews of the candidate's publications.

2. The committee will evaluate anthologies, books, and journals in which the candidate's works have appeared or will appear, and will summarize their relative standing in the candidate's field. (The chair will provide an evaluation of the stature of journals, presses, etc., as described below in section V, Responsibilities of the Department Chair.)

3. The committee will summarize and evaluate invited and volunteered conference papers, talks, poetry readings, performances, etc. that the candidate has given, and assess the relative importance of the meetings (conferences, colloquia, etc.) at which the contributions were made.

4. The committee will summarize the relative importance to the department and institution of the candidate's scholarly and creative production. If the candidate is said to have national or international standing, this claim must be substantiated.

5. In addition to judging the quality of the candidate's individual contributions, the committee will assess the coherence, quality, development, and potential value of the candidate's overall research and creative activity program and also assess the relevance to that general program of all individual research products.

6. Scholarly editing, where it can be shown to require sustained research and original or critical activity, may be offered as another example of scholarly activity. In most instances, however, journal editing and similar activity will be understood as "professional service."

E. Primary Committee Evaluation of the Candidate's Teaching.

1. The committee will evaluate local, regional, national, and international awards or recognition the candidate may have won for teaching, and determine their importance.

2. The committee will evaluate and comment on the candidate's teaching effectiveness. This evaluation and commentary will be based on summary statements of the results of teaching evaluations – by both students and peers-- conducted since the candidate's last formal promotion evaluation, or for at least the three years preceding the current review. This information is to be provided by the candidate.

3. The committee will evaluate materials developed by the candidate that include, but are not limited to, the following:

- a. course development/revisions
- b. peer evaluations for others
- c. presentations on teaching (both locally and elsewhere)
- d. program development/revisions
- e. textbooks
- f. web-based teaching materials

4. The committee will include any other pertinent information concerning the quality of the candidate's teaching.

F. Primary Committee Evaluation of the Candidate's Service.

1. The committee will evaluate and summarize all evidence provided by the candidate concerning service, and will carefully weigh all claims made about the significance of such service. The committee's responsibility includes, but is not limited to, an evaluation of service to the following:

- a. the candidate's department or program
- b. SLA and campus programs that are not covered under the candidate's service to the department
- c. the IUPUI campus (and/or units on campus other than SLA)
- d. the University
- e. the community (locally and elsewhere)
- f. the candidate's profession

2. The committee will evaluate any service leadership (e.g., involvement in a special task force, or leadership of the reorganization of a program) performed by the candidate, at all levels of the University.

3. The committee will evaluate the candidate's service in faculty governance and on boards of review.

V. RESPONSIBILITIES OF THE DEPARTMENT CHAIR

The chair is expected to provide a candid, independent recommendation regarding each candidate for promotion or tenure. The chair's recommendation should be made after a review of the dossier and the recommendations of the primary committee, but it need not coincide with that of the primary committee. In assessing a candidate, the chair should *evaluate* the candidate in each of the areas of teaching, research and creative activity, and service, and not provide a description of his or her activities and accomplishments. The quality of the candidate's work should be emphasized and not overlooked for the quantity. Superlatives that are not supported with substantive evidence are likely to detract from the candidate's strengths. References to documents not included in the dossier may have the same effect.

While evaluations by home departments in regarding tenure have priority over a candidate's association with other units, chairs much evaluate the activity in other units of candidates who have nominal or adjunct appointments in those units, and this activity must be considered when candidates are reviewed for promotion and/or tenure. When the candidate has an appointment in an external unit, it is the responsibility of the department chair to obtain an assessment of the candidate's contribution to the external unit from the unit's director (or other appropriate person/s). If the candidate has an appointment with more than one program, or is engaged in an active inter-disciplinary program, it is the responsibility of all chairs and directors involved to ensure that the procedures in section IX are followed and that a written document detailing how the review is to occur is produced well in advance of the review. In addition, the department chair shall ensure that the primary committee consults with appropriate representatives of the external unit, as described below under "IX. Joint and Adjunct Appointments and Involvement in Multiple Programs."

Throughout the probationary period, chairs (or designees) should advise candidates about both adequacy of the documentation as well as the effective presentation of information in their dossiers, particularly as regards to the quantity of evidence offered. Dossiers should not overwhelm reviewers with so much information that significant accomplishments are lost among endless details.

The chair's responsibilities also include, but are not limited to, each of the following:

A. The chair must ensure that the departmental review process operates effectively and fairly within the established time constraints and that recommendations are submitted by the established deadlines.

1. The chair is responsible for making certain that three additional copies of the dossier, excluding publications, appendices, and other supporting materials, are submitted with the original dossier. The chair is also responsible for ensuring proper format and completeness and for signing the checklist.

2. The chair is responsible for adding external letters to the dossier before it is reviewed by the primary committee. Please note that in references to letters from external reviewers, direct quotations should not be attributed to a reviewer by name.

As stated in II.A of this document, the chair is responsible for providing all newly-hired tenured or tenure eligible faculty members, or lecturers, regardless of rank, copies of four promotion and tenure related documents:

- a. The promotion and tenure guidelines adopted by their department.
- b. The SLA Promotion and Tenure "Criteria Statement."
- c. The SLA Promotion and Tenure Guidelines (i.e., this document).
- d. The Tenure Timetable, which clearly states the expected year in which a tenure eligible faculty member will be put forward for tenure. For lecturers, a promotion timetable, that clearly states the year in which a lecturer might be considered for promotion to senior lecturer.

3. The chair must ensure that the candidate's file remain intact and the identical file as was reviewed at the department level be forwarded intact to the dean's level.

B. By March 1 of each year department chairs will write to all members of their departments who are eligible for tenure and/or promotion, inviting candidates for mandatory or optional review to submit their candidacies to the chair and the chair of the primary committee.

C. The chair will document the stature and nature of journals, presses, or other media that are noted in a candidate's dossier. In noting the nature and stature of journals, circulation (compared with other journals in the field), date of founding, and rejection rate should be included whenever possible. Departments should have such information on file and should regularly update it and make it easily available to candidates and potential candidates.

D. Candidates for promotion or tenure should be given at least one month to provide materials for the dossier--but whenever possible, much more time, even several months. Moreover, the review process should be based on effective annual reviews. In accord with departmental procedures, the chair may delegate the task of assisting in the actual preparation of a dossier to a member of the department other than the candidate. The chair is still responsible, however, for ensuring that department members involved with promotion and tenure are acquainted with all information and guidelines issued by the Dean of the Faculties and the Dean of Liberal Arts.

E. In instances where the chair is a candidate for promotion or tenure and approved departmental policies do not make appropriate provisions, the chair of the primary committee will also assume the procedural responsibilities of the chair of the department.

F. To avoid any possible conflict of interest, the chair must take necessary steps to ensure that the review of a candidate for promotion or tenure has been conducted without the participation of a spouse or a person with an intimate personal or a substantial financial relationship with the candidate. Because these terms cannot be precisely defined, chairs must exercise their own judgment on how to comply with this requirement.

VI. RESPONSIBILITIES OF THE SCHOOL OF LIBERAL ARTS PROMOTION AND TENURE COMMITTEE

The members of the SLA Promotion and Tenure Committee are elected by the faculty, as described in the bylaws of the School of Liberal Arts. In evaluating a candidate for promotion and/or tenure, the committee will carefully consider all the information provided by the candidate, as well as the recommendation of the primary committee and the department's chair. The committee shall also take into consideration the guidelines and criteria for promotion and tenure of the candidate's department.

In addition to the above, the responsibilities of the SLA Promotion and Tenure Committee include, but are not limited to, the following:

A. The person charged by the SLA Agenda Council with calling the first meeting of the SLA Promotion and Tenure Committee in the Fall of any given year shall take to that meeting copies of the University's affirmative action policies and guidelines. In addition, this person shall explain to the entire committee that, if in the course of deliberations *any* questions of bias as related to ethnicity, gender, or any other sorts of bias arise, then, at the request of one or more members, the committee should consult with a representative of the University's Affirmative Action Office for advice and guidance in such matters.

B. At their first meeting, the committee shall elect a chair. This person is responsible for organizing future meetings of the committee and shall, in addition, serve as the SLA representative to the IUPUI Campus Promotion and Tenure Committee.

C. In any given year, it is likely that the committee will include members from departments that are presenting candidates. In such cases committee members may not participate in discussions

concerning candidates from their own department, that they must leave the room during such discussions, and that they must abstain from voting on those cases.

D. Candidates for promotion and tenure are to have no direct or indirect contact with the committee or its members regarding their own cases.

E. The SLA Promotion and Tenure Committee will evaluate the recommendations of the primary committee and the department chair, taking into consideration whether the recommendations are based on adequate peer review, whether the rights of the candidate have been safeguarded in accordance with university-established procedures, and whether the academic mission, responsibilities, and expectations under which the candidate had originally been hired have been taken into account.

F. In the event that the SLA Promotion and Tenure Committee makes a recommendation that differs with the primary committee with regard to the designation of the candidate's area of excellence or their vote, the SLA Promotion and Tenure Committee will not forward that recommendation to the dean without having first consulted with that committee and, as appropriate, the chair of the candidate's home department. This consultation will be facilitated by the SLA dean's office to avoid any improper communication among deliberative levels.

VII. EXTERNAL LETTERS OF RECOMMENDATION

A. External Letters Required in All Tenure or Promotion Cases

For tenure-line faculty, a minimum of six letters from persons outside Indiana University is recommended for evaluation of each candidate. None should ordinarily come from the candidate's Ph.D.- granting institution.

For lecturers pursuing promotion to senior lecturer, a minimum of six letters is also required. However, these letters need not come exclusively from colleagues external to Indiana University, but may come from colleagues at IUPUI provided that they are outside the department or school.

B. Protocols for Soliciting and Including External Letters

1. Candidates may submit up to ten names of potential reviewers to the chair of their department, but in so doing must take care to nominate only those persons whose objectivity will not be put in question (for example, by previous close association with the candidate as a research collaborator, co-editor, or dissertation adviser).

2. To the list of possible reviewers nominated by the candidate, the department chair will add the names of other persons who are knowledgeable in the candidate's field.

3. The full list of potential reviewers--those whom the candidate has suggested together with all others whom the department chair is considering--will be discussed with the candidate, who will be given the opportunity to present compelling and legitimate reasons for removing any person(s) from the list. A list of all potential reviewers to whom the candidate has objected will be kept as a part of the official promotion and tenure file.

4. The final decision who will serve as reviewers will be made by the department chair, in consultation with the primary committee.

5. Some (but no more than half) of those finally selected to serve as reviewers will be from the candidate's list of nominees.
6. All letters from external reviewers must be included in the dossier. Neither the candidate nor any reviewer (or reviewing body) may exclude or remove any letters.
7. Although external reviewers need not hold academic appointments, they should have the credentials and skills requisite for providing an expert evaluation of the materials submitted to them. External reviewers with academic appointments should hold at least the rank for which the candidate is being considered; exceptions to this rule must be justified.
8. The names of all reviewers finally chosen, including those suggested by the candidate, will be kept confidential. *At no point in the process will the candidate contact, either directly or indirectly, external reviewers or potential reviewers regarding the tenure and/or promotion review.* If contacted by a reviewer, the candidate shall refrain from responding to questions about the promotion and tenure case and, instead, shall direct the reviewer to the department chair or the chair of the primary committee for any required information or directions.
9. By June 1 of the year in which a candidate will go forward for tenure or promotion, the department chair will, in a standard letter to all external reviewers, request an evaluation of the candidate. (Sample letters are provided.) Referees will be assured that their letters of reference will be held in strictest confidentiality, within the limits of applicable law and University regulations. The letters to all reviewers must be substantively identical.
10. In order to allow candidates time to gather materials for inclusion with the external letters, department chairs will notify candidates of the June 1 deadline in a timely fashion. At the latest, candidates should be made aware of this deadline by May 1.
11. At least three evaluation letters included in any promotion and tenure file must be dated after June 1 of the year in which the candidate seeks tenure and/or promotion. Letters must be solicited simultaneously in the year in which the candidate goes up for tenure or promotion.
12. It is possible that an external reviewer's initial letter will prompt further questions from the department chair or from members of the primary committee. In such cases, the department chair may request a second evaluation letter from the reviewer, asking for clarification of points in the initial letter or requesting additional information. All such follow-up requests, and all responses to them, must be in writing. Reviewers will again be assured that all correspondence be held in the strictest confidentiality within the limits of applicable law.

C. Other Types of External Letters

In certain cases, it is strongly recommended that chairs solicit and submit additional letters. These may include the following:

1. External assessments of publication venues. When publications are interdisciplinary or outside conventionally conceived disciplinary work, it may be necessary to contact others to assist in judging an individual's publications.

2. Letters from collaborators are required in order to document how much credit the candidate deserves for jointly authored work. Collaborators are well positioned to comment on the degree of participation of a colleague, but they should not be enlisted to review the quality or significance of the candidate's work.
3. Letters assessing the candidate's contributions to interdisciplinary work, including written evaluations from appropriate peers in research centers or other departments or programs.

VIII. GUIDELINES FOR EVALUATING APPLIED RESEARCH

Applied research differs from traditional modes of research in two important ways. First, applied research expands the audiences to which research results are directed. These audiences include a range of groups outside the academy (like community organizations, government agencies, businesses and corporations, primary and secondary school teachers, legal firms, archives, and other agencies). Second, applied researchers legitimately use an array of vehicles to communicate their research and analysis to these audiences. These may include government reports, project papers, slide/tape and videotape presentations, and other forms of research reports and presentations. Applied research activities, therefore, should reflect both original, scholarly effort on the part of participating faculty and a significant contribution to IUPUI's mission to serve communities beyond the academy. The following guidelines are intended to aid candidates, chairs, and tenure and/or promotion committees in offering evidence of the quality of a candidate's applied research activities.

A. General Guidelines

1. Differences between traditional and applied research must be recognized. The research and creative activities of applied researchers will take both traditional and applied forms, and it is the responsibility of the candidate initially to explain and to document the quality and quantity of their work and the contribution to knowledge behind their submissions.
2. Applied research may display considerable overlap between research and service. The result of such overlap creates scholarly activities in which service aspects enhance the impact of the research.
3. If applied researchers choose research as their area of excellence, then publications in media of quality are expected as evidence of scholarly work. Furthermore, candidates whose principal specialization is applied research are expected to present papers and to participate in scholarly meetings and colloquia, demonstrating a commitment to current scholarship in the field.
4. In addition to traditional publications, applied research may also include such work as the securing of grants and research contracts for themselves, their students, and their collaborators; serving as consultants, working with a range of non-university groups and organizations, and participating in national organizations; scholarly editing; recorded oral documents; reports and collaborative projects; visual productions; exhibits; and other activities that demonstrate the application of scholarship to the needs of both the public and the profession.
5. When applied research is included in the dossier, it must be reviewed by peers in the candidate's field if it is to contribute to the case for promotion and tenure. External reviewers should be asked to evaluate all aspects of candidates' work including such items as letters from non-academics and professionals from other disciplines who are in a position to validate the

candidate's work, and show that it has made a contribution to knowledge within the discipline and/or to the range of audiences listed above.

IX. JOINT AND ADJUNCT APPOINTMENTS AND INVOLVEMENT IN MULTIPLE PROGRAMS

A. Joint Appointments

When a candidate has a joint appointment with another department, program, center, or other University unit, the chair of the department with the larger fractional appointment should assume responsibility for coordinating the preparation of the dossier and for ensuring proper consultation of the respective faculties (or comparable bodies) with each other. When fractional appointments are equal, then the administrators in charge of the units should jointly determine the procedure to be followed in consultation with the candidate. If the involved parties cannot reach consensus, then they should consult the dean(s).

When the larger fraction of a joint appointment is in a non-departmental unit, responsibility ordinarily resides with the chair of the department in which promotion or tenure would be granted, even when the candidate's departmental appointment is nominal.

For all faculty members with joint appointments, a memorandum of agreement that outlines review procedures should be developed at the time of appointment or when responsibilities change. For tenure-track faculty such an agreement should be in place by the time of the faculty member's third-year review. At the very latest, the procedures to be followed should be submitted to the dean(s) in writing on or before March 1 of the year in which the candidate will go forward for promotion and/or tenure. A copy should be provided to the candidate at the same time that it is provided to the dean. It is important that to every extent possible annual reviews for the faculty member be conducted in a manner consistent with the review for promotion and tenure decisions.

B. Adjunct Appointments

In instances of an adjunct appointment, the chair of the primary appointment department should ensure that the primary committee consult with appropriate representatives of the external unit in a form that provides for adequate consideration of all relevant information.

C. Faculty Without Adjunct or Joint Appointments Who Are Active in Another Program

Active participation in the activities of interdisciplinary programs may comprise an ongoing and integral part of a faculty member's professional activities. To the extent that this is so, these efforts should be recognized, alongside other relevant activities, in the evaluation procedures for promotion and tenure.

1. Candidates will be asked to include, as part of their promotion and tenure dossier, a detailed statement of all teaching, research, and service activities that they have undertaken as participants in the relevant interdisciplinary program.
2. The chair of the candidate's home department shall request from the director or chair of the relevant department, center, or program a written evaluation of the degree and quality of the candidate's contributions for inclusion in the dossier. This evaluation will be written by the director of the program.
3. Once documentation of a candidate's interdisciplinary or other program activities has been incorporated into the dossier, it will be considered at all stages of review and by all reviewers as integral to the evaluation of the candidate.

APPENDIX A: SLA SAMPLE LETTER TO REQUEST AN EXTERNAL EVALUATION
(BASED ON THE SAMPLE LETTER OF THE DEAN OF THE FACULTIES)

Area of Excellence: TEACHING

Date

Title

Dear (_____):

Professor (_____) is being considered for promotion (and/or tenure) at the rank of (_____) in the department of (_____) within the School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI). Professor (_____) has identified teaching as her/his area of excellence. This is the area where the evaluation of peers is most important. I write to ask you to help us evaluate Professor (_____)’s teaching.

According to the Tenure and Promotion Criteria of the IUPUI School of Liberal Arts, if teaching is the primary criterion for promotion and/or tenure, then the candidate must have demonstrated a superior ability and interest in stimulating in students a genuine desire for study and creative work. Candidates should also provide evidence of a significant educational impact on their particular discipline or across disciplines, both inside and outside the School of Liberal Arts. Evidence of outstanding teaching might include indications of the success of students, student and peer evaluations, publication of textbooks or teaching materials, active participation in organizations and initiatives devoted to teaching, and other pertinent documentation. The standards for evaluation of the quality of the candidate’s teaching are to be comparable to those of IUPUI’s peers.

For those areas where you have sufficient knowledge, will you please provide us with your evaluation of Professor (_____)’s teaching? Of special importance will be your comments on the significance of Professor (_____)’s teaching publications [or other creative work]. [Your evaluation of the journals or any other publication or exhibition media in which Professor (_____) has published will be most useful.] If you are aware of any of Professor (_____)’s contributions to professional organizations or her/his discipline through professional service activities or participation in professional meetings, I will welcome your comments. Indeed, any information you may have about Professor (_____)’s qualifications will be appreciated. To assist you in your evaluation, I am enclosing a *curriculum vitae* and additional information on Professor (_____)’s teaching.

Since promotion (and/or tenure) requires at least satisfactory performance in all three of the areas of teaching, research (or creative activity), and service, please also include whatever evaluation you are in a position to provide of Professor (_____)’s research and service, taking into account both the enclosed materials and any other relevant information you may have. Of special importance to us are your views of the quality, significance, and impact of Professor (_____)’s research writings (or other creative work) and of the stature of the journals, presses, or other media in which (she/he) has published (or exhibited). [If the referee is receiving writings or creative work listed in the cv under teaching, add: We would also value a separate evaluation of the writings (or other creative work) that Professor (_____) has listed in (her/his) *curriculum vitae* under the heading of teaching, and an evaluation of the journals, presses, or other media in which those writings (or other creative work) have been published (or exhibited).]

It will help us in our evaluation if you also comment on how long and under what circumstances you have been familiar with Professor (_____). If for some reason you believe that there may be a conflict of

interest in your evaluation of Professor (____), please comment on this. To provide other reviewers at the campus level with a context for your comments, I also ask that you include a copy of your vitae or a brief biography with your evaluation of Professor (____)'s teaching.

On behalf of Professor (____) and the Department of (____) at IUPUI, I want to note that we very much appreciate your assistance. We are keenly aware of the demands this request places on you, and we assure you that your comments will be very highly valued. Although letters are not normally disclosed to candidates, a state law permits employees to gain access to their personnel files. We can appreciate concerns you might have about writing a candid assessment under this condition, but we sincerely hope you will agree to assist us. If upon reflection you feel that you cannot be completely candid, however, we will respect your decision not to write an evaluation.

In order to complete Professor (____)'s dossier for University review, we would appreciate receiving your comments by (____). I hope you will be able to assist us. Finally, although we are in the electronic age, IUPUI regulations require that evaluation letters like yours be signed originals. I will welcome questions by e-mail (chair@iupui.edu), but please remember that your final evaluation must be signed hard-copy.

Sincerely,

Chair

NOTE: If a candidate waives right of access and this condition is stated in the letter requesting a reference, please note in the letter that there may be some circumstances under which the candidate may gain access at a later time, such as through legal proceedings.

APPENDIX B: SLA SAMPLE LETTER TO REQUEST AN EXTERNAL EVALUATION
(BASED ON THE SAMPLE LETTER OF THE DEAN OF THE FACULTIES)

Area of Excellence: RESEARCH AND CREATIVE ACTIVITY

Date

Title

Dear (_____):

Professor (_____) is being considered for promotion (and/or tenure) at the rank of (_____) in the Department of (_____) within the School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI). Professor (_____) has identified research as her/his area of excellence. This is the area where the evaluation of peers is most important. I write to ask you to help us evaluate Professor (_____)’s research and creative activity.

According to the Tenure and Promotion Criteria of the IUPUI School of Liberal Arts, if research, other creative activity, or public and applied scholarship is the primary criterion for promotion and/or tenure, then the candidate must have achieved a major body of work in a substantial field, and must also provide evidence of scholarly work for the future. The standards for evaluation of the quality of the candidate’s research and creative activity are to be comparable to those of IUPUI’s peers.

For those areas where you have sufficient knowledge, will you please provide us with your evaluation of Professor (_____)’s research or other creative activity? Of special importance will be your comments on the significance of Professor (_____)’s publications [and/or evidence of other creative work]. Your evaluation of the journals [or any other publication or exhibition media] in which Professor (_____) has published [or other appropriate language] will be most useful.

In addition, if you are aware of any of Professor (_____)’s contributions to professional organizations or her/his discipline through professional service activities or participation in professional meetings, I will also welcome your comments. Indeed, any information you may have about Professor (_____)’s qualifications will be appreciated. To assist you in your evaluation, I am enclosing a *curriculum vitae* and copies of publications [or other creative work]. It will help us in our evaluation if you also comment on how long and under what circumstances you have been familiar with Professor (_____). If for some reason you believe that there may be a conflict of interest in your evaluation of Professor (_____), please comment on this. To provide other reviewers at the campus level with a context for your comments, I also ask that you include a copy of your vitae or a brief biography with your evaluation of Professor (_____)’s research and creative activity.

On behalf of Professor (_____) and the department of (_____) at IUPUI, I want to note that we very much appreciate your assistance. We are keenly aware of the demands this request places on you, and we assure you that your comments will be very highly valued. Although letters are not normally disclosed to candidates, a state law permits employees to gain access to their personnel files. We can appreciate concerns you might have about writing a candid assessment under this condition, but we sincerely hope you will agree to assist us. If upon reflection you feel that you cannot be completely candid, however, we will respect your decision not to write an evaluation.

In order to complete Professor (_____)’s dossier for University review, we would appreciate receiving your comments by (_____). I hope you will be able to assist us. Finally, although we are in the electronic age, IUPUI regulations require that evaluation letters like yours be signed originals. I will welcome

questions by e-mail (chair@iupui.edu), but please remember that your final evaluation must be signed hard-copy.

Sincerely,

Chair

NOTE: If a candidate waives right of access and this condition is stated in the letter requesting a reference, please note in the letter that there may be some circumstances under which the candidate may gain access at a later time, such as through legal proceedings.

APPENDIX C: SLA SAMPLE LETTER TO REQUEST AN EXTERNAL EVALUATION
(BASED ON THE SAMPLE LETTER OF THE DEAN OF THE FACULTIES)

Area of Excellence: SERVICE

Date

Title

Dear (_____):

Professor (_____) is being considered for promotion (and/or tenure) at the rank of (_____) in the Department of (_____) within the School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI). Professor (_____) has identified service as her/his area of excellence. This is the area where the evaluation of peers is most important.

According to the Tenure and Promotion Criteria of the IUPUI School of Liberal Arts, if service is the primary criterion for promotion and/or tenure, the service should be exceptional and the documentation should demonstrate the impact of this service on the candidate's profession as well as contributions to the School of Liberal Arts and the community. The standards for evaluation of the quality of the candidate's service are to be comparable to those of IUPUI's peers.

For those areas where you have sufficient knowledge, will you please provide us with your evaluation of Professor (_____)’s service? Of special importance will be your comments on the significance of Professor (_____)’s service publications [or other creative work]. [Your evaluation of the journals or any other publication or exhibition media in which Professor (_____) has published will be most useful.] If you are aware of any of Professor (_____)’s contributions to professional organizations or her/his discipline through professional service activities or participation in professional meetings, I will welcome your comments. Indeed, any information you may have about Professor (_____)’s qualifications will be appreciated. To assist you in your evaluation, I am enclosing a *curriculum vitae* and additional information on Professor (_____)’s service.

Since promotion (and/or tenure) requires at least satisfactory performance in all three of the areas of teaching, research (or creative activity), and service, please also include whatever evaluation you are in a position to provide of Professor (_____)’s research and teaching, taking into account both the enclosed materials and any other relevant information you may have. Of special importance to us are your views of the quality, significance, and impact of Professor (_____)’s research writings (or other creative work) and of the stature of the journals, presses, or other media in which (she/he) has published (or exhibited). [If the referee is receiving writings or creative work listed in the cv under teaching, add: We would also value a separate evaluation of the writings (or other creative work) that Professor (_____) has listed in (her/his) *curriculum vitae* under the heading of teaching, and an evaluation of the journals, presses, or other media in which those writings (or other creative work) have been published (or exhibited).]

It will help us in our evaluation if you also comment on how long and under what circumstances you have been familiar with Professor (_____). If for some reason you believe that there may be a conflict of interest in your evaluation of Professor (_____), please comment on this. To provide other reviewers at the campus level with a context for your comments, I also ask that you include a copy of your vitae or a brief biography with your evaluation of Professor (_____)’s service.

On behalf of Professor (_____) and the Department of (_____) at IUPUI, I want to note that we very much appreciate your assistance. We are keenly aware of the demands this request places on you, and we assure

you that your comments will be very highly valued. Although letters are not normally disclosed to candidates, a state law permits employees to gain access to their personnel files. We can appreciate concerns you might have about writing a candid assessment under this condition, but we sincerely hope you will agree to assist us. If upon reflection you feel that you cannot be completely candid, however, we will respect your decision not to write an evaluation.

In order to complete Professor (_____)’s dossier for University review, we would appreciate receiving your comments by (____). I hope you will be able to assist us. Finally, although we are in the electronic age, IUPUI regulations require that evaluation letters like yours be signed originals. I will welcome questions by e-mail (chair@iupui.edu), but please remember that your final evaluation must be signed hard-copy.

Sincerely,

Chair

NOTE: If a candidate waives right of access and this condition is stated in the letter requesting a reference, please note in the letter that there may be some circumstances under which the candidate may gain access at a later time, such as through legal proceedings.

APPENDIX D: SLA SAMPLE LETTER TO REQUEST AN EXTERNAL EVALUATION
(BASED ON THE SAMPLE LETTER OF THE DEAN OF THE FACULTIES)

Area of Excellence: BALANCED

Date

Title

Dear (_____):

Professor (_____) is being considered for promotion (and/or tenure) at the rank of (_____) in the department of (_____) within the School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI). Professor (_____) is seeking promotion (and/or tenure) under the provision of a “balanced case.” It is very important that we receive a peer evaluation of Professor (_____)’s balanced case. I write to ask you to help us in this evaluation.

According to the Tenure and Promotion Criteria of the IUPUI School of Liberal Arts, in a balanced case, the candidate’s overall contribution to the School of Liberal Arts, the University or one of its constituent units must be shown to be comparable in strength to that of a candidate with a single primary area. In research and creative activity, this requires evidence of significant contribution to a substantial field. In teaching, it requires evidence of an important contribution to teaching inside the School of Liberal Arts and, where possible, outside it. And in service, it requires evidence of significant impact on the School or Liberal Arts and/or the candidate’s discipline. The standards for evaluation of the quality of the candidate’s balanced case are to be comparable to those of IUPUI’s peers.

For those areas where you have sufficient knowledge, will you please provide us with your evaluation of Professor (_____)’s [teaching/research/service]? Of special importance will be your comments on the significance of Professor (_____)’s [teaching/research/service publications/or other creative work]. [Your evaluation of the journals or any other publication or exhibition media in which Professor (_____) has published will be most useful.] If you are aware of any of Professor (_____)’s contributions to professional organizations or her/his discipline through professional service activities or participation in professional meetings, I will welcome your comments. Indeed, any information you may have about Professor (_____)’s qualifications will be appreciated. To assist you in your evaluation, I am enclosing a *curriculum vitae* and additional information on Professor (_____)’s [teaching/research/service].

It will help us in our evaluation if you also comment on how long and under what circumstances you have been familiar with Professor (_____). If for some reason you believe that there may be a conflict of interest in your evaluation of Professor (_____), please comment on this. To SLA,

provide other reviewers at the campus level with a context for your comments, I also ask that you include a copy of your vitae or a brief biography with your evaluation of Professor (_____)’s [teaching/research/service].

On behalf of Professor (_____) and the department of (_____) at IUPUI, I want to note that we very much appreciate your assistance. We are keenly aware of the demands this request places on you, and we assure

you that your comments will be very highly valued. Although letters are not normally disclosed to candidates, a state law permits employees to gain access to their personnel files. We can appreciate concerns you might have about writing a candid assessment under this condition, but we sincerely hope you will agree to assist us. If upon reflection you feel that you cannot be completely candid, however, we will respect your decision not to write an evaluation.

In order to complete Professor (_____)’s dossier for University review, we would appreciate receiving your comments by (____). I hope you will be able to assist us. Finally, although we are in the electronic age, IUPUI regulations require that evaluation letters like yours be signed originals. I will welcome questions by e-mail (chair@iupui.edu), but please remember that your final evaluation must be signed hard-copy.

Sincerely,

Chair

NOTE: If a candidate waives right of access and this condition is stated in the letter requesting a reference, please note in the letter that there may be some circumstances under which the candidate may gain access at a later time, such as through legal proceedings.

APPENDIX E: SLA SAMPLE LETTER TO REQUEST AN EXTERNAL EVALUATION FOR THE
PROMOTION OF A **LECTURER**
(BASED ON THE SAMPLE LETTER IN APPENDIX A)

Area of Excellence: TEACHING

Date

Title

Dear (_____):

Dr./Mr./Ms. (_____) is being considered for promotion to the rank of Senior Lecturer in the department of (_____) within the School of Liberal Arts at Indiana University-Purdue University Indianapolis (IUPUI). To be considered for a promotion to Senior Lecturer, a candidate must have achieved excellence in teaching and at least a satisfactory performance in university-related service. For that reason, I am writing to solicit your help in evaluating Dr./Mr./Ms. (_____)’s teaching.

In demonstrating teaching excellence, candidates must show convincing evidence that their performance in the classroom has been of high quality, as judged by departmental standards, and that they have made important contributions to student learning.

For those areas where you have sufficient knowledge, will you please provide us with your evaluation of Dr./Mr./Ms. (_____)’s teaching based on the documentation provided with this letter? If you are aware of any of Dr./Mr./Ms. (_____)’s contributions in the realm of service to the institution or professional organizations, for example, I would welcome your comments. Indeed, any information you may have about Dr./Mr./Ms. (_____)’s qualifications will be appreciated. To assist you in your evaluation, I am enclosing a *curriculum vitae* and additional information on Dr./Mr./Ms. (_____)’s teaching.

It will help us in our evaluation if you also comment on how long and under what circumstances you have been familiar with Dr./Mr./Ms. (_____). If for some reason you believe that there may be a conflict of interest in your evaluation of Dr./Mr./Ms. (_____), please comment on this. To provide other reviewers at the campus level with a context for your comments, I also ask that you include a copy of your vitae or a brief biography with your evaluation of Mr./Ms. (_____)’s teaching.

On behalf of Dr./Mr./Ms. (_____) and the department of (_____) at IUPUI, I want to note that we very much appreciate your assistance. We are keenly aware of the demands this request places on you, and we assure you that your comments will be very highly valued. Although letters are not normally disclosed to candidates, a state law permits employees to gain access to their personnel files. We can appreciate concerns you might have about writing a candid assessment under this condition, but we sincerely hope you will agree to assist us. If upon reflection you feel that you cannot be completely candid, however, we will respect your decision not to write an evaluation.

In order to complete Dr./Mr./Ms. (_____)’s dossier for University review, we would appreciate receiving your comments by (_____). I hope you will be able to assist us. Finally, although we are in the electronic age, IUPUI regulations require that evaluation letters like yours be signed originals. I will welcome questions by e-mail (chair@iupui.edu), but please remember that your final evaluation must be signed hard-copy.

Sincerely,

chair

NOTE: If a candidate waives right of access and this condition is stated in the letter requesting a reference, please note in the letter that there may be some circumstances under which the candidate may gain access at a later time, such as through legal proceedings.

PROFESSIONAL SERVICE:

Distinguish carefully between university and professional service and record professional service activities which advance the discipline or interdisciplinary field of inquiry.

UNIVERSITY SERVICE:

List committee, administrative, and other University service during the past three years.

OTHER PROFESSIONAL ACTIVITIES:

Record professional activities in current rank which you consider significant which are directly related to your work as a faculty member, and which are not covered elsewhere in curriculum vitae, including international activities not listed elsewhere. Please do not include voluntary service, no matter how significant or important to the civic community.

GRANTS AND FELLOWSHIPS:

Indicate the name of the granting agency, title of the project, amount, and duration of all grants and fellowships received.

PRINT AND ELECTRONIC PUBLICATIONS:

Divide publications or creative works into one of four areas: (I) teaching, (II) research, scholarship, or creative activities, (III) professional service, or (IV) integration of two or more aspects of faculty work. List publications only once, even if a publication might be applicable to more than one area. Refereed and

non-refereed works should be noted by separating works into distinct categories within each of the four areas. Publications should be numbered sequentially within each of the four sections.

Authors should be listed as they appear in the publication. Entries should be listed chronologically with the most recent listed last. The exact status of each publication should be noted if the status is ambiguous. For example, unpublished articles which have been officially accepted subject to revision should be identified as “submitted” or “under editorial review.” Work in preparation should be not listed in the vitae. Projected work or work in preparation should be reported in the personal statement.

Software, multimedia presentations, films or videos, and other scholarly or creative works designed for electronic technologies should be similarly listed in one of the three categories and be designated as refereed or not. If additional explanatory information would be helpful to reviewers, this information should be provided in an appendix to the dossier.

(Date)

(Signature of Candidate)