

Item N: Associate Dean's Recommendation

See *Faculty Manual* §4.XI.4.(n).

1. Individuals who have access to this item:

- All those granted access to the dossier *except* the initiator:
 - Members of the Tenure and Promotion Committee
 - The Dean of the College
 - The President

2. Participants in preparing this item, and role of each participant:

Associate Dean – reads contents of dossier and prepares written recommendation

3. Guidelines and suggestions:

- If the Associate Dean is also a tenured member of the candidate's department, the Associate Dean should decline to write a tenured member's letter on the basis of a conflict of interest (see Item D).
- Although the Faculty Manual does not indicate that the initiator is not to have access to the Associate Dean's recommendation, in practice the Associate Dean's recommendation has been added to the dossier after the initiator has prepared the summary of all the other dossier contents.
- The distinctive contribution of the Associate Dean's recommendation is to indicate the significance of the candidate's qualifications and accomplishments for the Faculty of which the candidate is a member. The Associate Dean can evaluate the candidate's record in relation to the goals and needs of the Faculty.
- The recommendation should reference the "Standards for Faculty Evaluation" as provided in 4.VII.A.1-3 of the Faculty Manual, but need not constitute an independent summary of the contents of the entire dossier.
- The recommendation should provide concrete examples and illustrations to support the evaluation, and include a variety of evidence from a broader, college-wide perspective.

4. Additional resources:

5. Contact for questions or concerns:

- Assistant Provost (x3004)