A Brief Primer on Faculty Dossiers
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I. Your Faculty Dossier

The faculty dossier is the collection of documents that describes your professional accomplishments. It includes a position description (PD), candidate’s statement (CS), curriculum vitae (CV), letters summarizing teaching, student, or clientele evaluations, and external review letters. Your faculty dossier defines you in the context of promotion and tenure (P&T). No matter what you have done to further the mission of the university, enhance the lives of the people of Oregon, or make the world a little bit of a better place, it won’t get you tenured or promoted unless you communicate the relevant items well in your dossier. Therefore, you need to shape your dossier in a way that accurately describes your activities, outcomes, impact, and scholarship in the best possible light. Thankfully, you get to directly craft significant parts of the dossier yourself, and you have significant input in the other parts as well.

When you are fully engaged in the enriching and stimulating aspects of your job, working on your dossier is probably the last thing you want to do. Who wouldn’t rather spend their time conducting scientific research, interacting with stakeholders, or teaching students? But you need to invest some of your creative effort into crafting your dossier if you want to keep doing those things. Moreover, the rigid complexity of the dossier structure is (believe it or not) intended to help you by placing your work into a standard framework and context so that others in different jobs, disciplines, and stages of their career can fairly evaluate you at the College of Agricultural Sciences and in the OSU P&T Review Committees.

As is described in the Department’s Promotion and Tenure Mentoring Guidelines (Appendix A), your mentors should be a valuable resource for helping you craft your dossier. Review that guide for some specific suggestions on how to optimize this help. But basically, it comes down to you asking your mentors for help and giving them enough time to help you before your dossier needs to be submitted.

II. Parts of the Dossier

A. Position Description (PD)

It is KEY that you review your PD soon after hire and annually to make sure it is reflective of your job duties, areas of responsibilities (e.g. crops/disciplines), and percentage of effort in each area (e.g. extension, teaching, research, service, scholarship). Make sure your original PD and any revised ones are signed. Any changes in your PD over the period you are being evaluated, as you go forward for promotion and/or tenure, need to be accurately reflected in a table that becomes part of your dossier. Include ALL copies of your PD also. Since we are all evaluated based upon our PD(s), it is critical that your PD(s) document your position and reflect how your duties have changed over time as needed. Note that some changes in PD formatting or allocation of duties (e.g. proportion of scholarship part of your 100% effort or not? – now it is) are required by OSU and we need to follow the rules. In such cases you just indicate in your table documenting changes in PD over time that changes were minor, just reflecting OSU requirements for PD formatting.
B. Candidate’s Statement (CS)

While the content and organization of this is up to you, there are some formatting guidelines (see OSU dossier preparation guidelines, Appendix A); essentially 12-point font, 1-inch margins, no more than 3 pages. However, based on our experience it is helpful to organize the CS logically, based on your PD which is the metric by which you are evaluated. Generally, what we recommend is to have the first paragraph describe your position. Include:

- Type of job (e.g. Assistant Professor, tenure track 0.75 or 1.0 FTE).
- Job title (e.g. Extension Berry Crops Specialist).
- Describe your region (e.g. Statewide – not needed for research positions, but if at an Experiment station say so).
- Area of focus and any discipline – describe what you do in a sentence. For example, “I am a Professor in the Department of Horticulture with responsibilities for extension (35%), research (30%), teaching (10%), scholarship (20%), and service (5%) and am based on campus as well as serving as berry research leader at the North Willamette Research and Extension Center; I have statewide responsibilities for production systems and physiology research and extension in berry crops.”
- If you received some financial support for 3 years for 0.25 FTE and since then have supported this portion of your FTE on grant money, say so.

Then have a section that describes your accomplishments and impact – what have you done that you are most proud of? Organize this by “Position Responsibilities,” and subdivide by category (e.g. Research (50%), Extension (30%), etc.). Describe your outcomes and impact in your areas of focus. Then have a separate section for “Scholarship” including a summary of accomplishments that would be considered scholarship for your type of position. Do not repeat info in CV – in other words, this shouldn’t be a list of things, but a summary sentence with total grants and $ to your program; number of refereed papers, extension pubs, presentations to peers etc. You may refer to sections of CV where appropriate. Finish with a section titled “Service” and summarize professional and university-related service (and community if relevant for your position).

C. Curriculum Vitae (CV)

The formatting of the CV is critical. It must follow OSU guidelines (Appendix A). However, there is flexibility on how information is presented within these required headings. Dr. Bernadine Strik developed a CV template has been reviewed by several peers and vetted by the Deans at CAS. The links in Appendix A provide PDF and MS Word versions of the CAS CV template. You might find the Word document easier to use than the PDF version on the CAS website. Note that there are many comments as part of the Word template. These explain what goes where (e.g. presentations to clientele go in a different section than presentations to peers). Also, they describe the suggested areas of focus that go into “Section 5. Other Assignments” including “Situation”, “Approach”, “Outcomes”, and “Scholarship” for each area of focus. While it is not required, we have found that those reviewing dossiers, including external reviewers, often find this section very helpful.
Digital Measures (DM) is designed to produce the OSU CV in your customized format. However, it is the responsibility of the faculty member to make sure that it does. If DM does not create an output document that meets the current OSU Guidelines and the CV Template format, then you should make any needed edits.

D. Other Required Documents

**Letter(s) Summarizing Peer Teaching Evaluations**

If you have a teaching appointment you are required to have substantive, comprehensive, and regular peer evaluations of your teaching. The nature of these are detailed in the Horticulture and CAS peer teaching review guidelines (Appendix A). At least one evaluation is needed for teaching faculty before the mid-term review, and two evaluations are needed before going forward for P&T. However, if you have a substantial teaching appointment you should consider additional evaluations.

If you have an extension appointment you should have colleagues periodically review your non-credit teaching activities using the Horticulture non-credit teaching peer review form (Appendix A). Extension faculty with 0.75 to 1.0 FTE in Extension also need to have three Citizen Evaluation of Teaching (CET) done per year (prorated for lower FTE in Extension). You can obtain a cover page and evaluation forms at Extension Administration. The filled-out CET forms should be sent back to Extension Administration who will summarize them for the year.

Make sure that all peer teaching reviews are deposited in your personnel file by giving them to the Horticulture Department Administrative Assistant. The reviews themselves will not be part of your P&T dossier. Instead, a faculty member will be asked by the Department Head to write a summary letter(s) of your peer evaluations for your dossier when it goes forward for mid-term review or promotion.

**Student Committee Evaluation**

If you have formal for-credit teaching or student advising responsibilities, a student committee will be convened to provide student input on those activities. This is needed for mid-term review as well as for P&T. Meet with the Department Head to go over possible students. Often these include undergraduates as well as graduate students depending on the faculty member.

**Clienteles Survey/Evaluation**

If you have an extension appointment, this is needed for mid-term review and for P&T. Note that the clientele survey is distinct from the peer and citizen evaluations of non-credit teaching. Meet with your supervisor(s) to go over possible clientele and extension peer lists. The number of clients in the list is generally proportional to the size of your extension appointment.
External Review Letters

These letters are very important. Independent evaluators from peer institutions that tell OSU they would be out of their mind if they didn’t promote you carry a lot of weight. Unfortunately – and intentionally – you don’t have a lot of control over this part of the dossier. But you do have some influence. Half of the folks that are asked to review your dossier come from names that you suggest. You should think carefully about those names. Your mentors can help you strategize. In addition, have a conversation with the Department Head about who would be on your list for possible external reviewers. There may be folks who are your arch enemies, or that have vowed to see your downfall. Tell the Head now about these people if they exist so that the Head can take it under consideration. External letters are not needed for mid-term reviews, and the definition of “external” changes for some non-tenure track positions.

Various Forms from Departmental Administrative Manager

There are various forms that you will need to fill out or sign when you go forward for promotion. The Administrative Assistant in the Horticulture Department will prompt you.

APPENDIX A

Useful Links

OSU Faculty Dossier Overview
OSU Dossier Preparation Guidelines
CAS Dossier Preparation Guidelines
CAS CV Template
Position Description Guidelines (see also here and here).
CAS Peer evaluation of teaching guidelines
Citizen Evaluation of Teaching (CET) guidelines (Extension faculty)
Horticulture webpage for “Evaluation Guidelines and Procedures”, which contains links to the following documents:

- Annotated MS Word version of CAS CV Template
- Horticulture peer review of credit teaching guidelines
- Horticulture non-credit peer teaching review form
- Horticulture Promotion and Tenure Policy
- Horticulture Promotion and Tenure Mentoring Guidelines
- A Quick Start Guide to P&T