

NORTH DAKOTA STATE UNIVERSITY
Guidelines for Promotion and Tenure Portfolio Preparation 2026-2027

July 19, 2024 update: Removed guidance on paper copies, as portfolios should be submitted through DocuSign.

NDSU Promotion and Tenure Portfolio Preparation Guidelines are based on NDSU Policy 352 Promotion, Tenure, and Evaluation (PTE) and serve as the official guidelines for the preparation of the portfolio to be submitted by the candidate applying for promotion and/or tenure. All PTE processes and recommendations on faculty promotion and tenure are to be in accordance with Policy 352. These Guidelines are not intended to substitute for Policy 352 or the College/Department PTE documents. Candidates are strongly encouraged to become familiar with Policy 352 and College/Department PTE documents. All candidate portfolios should be prepared following these guidelines which will be submitted to the Department Chair (*or Head or School Director*) for review at the departmental level using procedures developed by the department. Units should use the NDSU PTE Timeline as a guide for preparing Department/College timeline for promotion and tenure evaluation (see the Timeline section of this guide, also available at <https://www.ndsu.edu/facultyaffairs/pte/>).

THE PORTFOLIO

The Portfolio should stand on its own merits. It should provide a complete and accurate record of the candidate's accomplishments in teaching, research, extension, and service with the following exceptions: **in courses taught (G.1.), candidates with no prior service credit to list only courses taught at NDSU and in university service (I.1), limit this to only committees at NDSU. Clearly define candidate's role in each endeavor, wherein the candidate is not the sole author, investigator, or inventor.**

Candidates applying for promotion to the rank of full professor more than eight years after the previous promotion may choose to be evaluated based on work completed in the eight years immediately prior to applying rather than on their entire post-promotion record. Note that this provision governs the *scope of the record reviewed*. It is distinct from the criteria-version election described in Section L, which governs *which version of the criteria* is applied to the review.

The portfolio should be submitted electronically (NDSU Policy 352.6.1). The candidate should consult with the respective Department Chair to obtain unit guidelines as to the format (electronic or hard copy) and number of copies to be submitted within the College, as well as any other information or documentation the College might require. The candidate is encouraged to keep a copy of the entire portfolio as submitted for personal records. The copy submitted to the Office of the Provost/Faculty Affairs will become a part of the official university record and will be kept in the College Dean's Office for placement in the Candidate's personnel file.

The Portfolio is divided into two main parts: (1) Part I consists of information for which the candidate is responsible for providing and (2) Part II consists of information for which the Department Chair and College Dean are responsible for providing. In addition, the candidate should have available, if requested, a copy of, or parts thereof, supplemental materials, e.g., reprints, offprints, syllabi, or any other materials that illustrate the candidate's achievements in teaching, advising, research, extension, outreach, and service, and referred to in the Portfolio (see Table 1).

As materials are added to the portfolio at each level of the review process, copies will be provided to the candidate (and the Department Chair, College Dean, and Chair of Department/College PTE Committee Chairs). The candidate will have 14 calendar days to provide a written response to each level of review and to any added materials. After the deadline for submission of the portfolio to the College Dean’s Office, the information that may be added to the portfolio is limited to any materials requested by the evaluators. Candidates may petition the College Dean and College PTE committee to add additional materials after the deadline. Specific instructions for preparing each section of the portfolio are as follows.

Table 1. The Portfolio

Part I (submitted by candidate)	
Checklist, Routing and Added Materials Form	
A. Cover Page (page 1 of portfolio)	I. Service
B. Table of Contents (page 2 of portfolio)	J. Administrative Responsibilities
C. Position Description(s)/Special Agreements	K. Awards and Honors
D. Academic Background	L. Department and College Promotion and Tenure Criteria
E. Academic Experience/Employment History	M. Annual Evaluations and Third Year Review Report
F. Statement of Context and Accomplishments	N. Current Curriculum Vitae
G. Teaching, Advising, Extension, Outreach, and Curriculum Development	O. Letters of Evaluation (<i>requested by chair/head</i>)
H. Research, Creative, Scholarly, and Professional Activities	
Part II (added by Department Chair, Dean, PTE Committee, etc.)	
P. Recommendations	
Supplemental Materials (by candidate; submitted only upon request)	
<ul style="list-style-type: none"> • Copies/examples of course syllabi/course materials • Evaluations of teaching • Evaluations of research/creative activities and service 	<ul style="list-style-type: none"> • Letters of professional recognitions for awards/honors • Publications (articles, books, manuscripts) • Verifications of creative performances/exhibit

PART I

Policy & Procedures Checklist for Portfolio Evaluation and Portfolio Routing and Added Materials Inventory. Use the DocuSign form available at <https://www.ndsu.edu/facultyaffairs/pte/>. *College Admin Support will start this process via DocuSign.*

Added Materials Inventory. At the time that any materials are added to the candidate’s portfolio, copies of the added materials must be sent to the candidate for review. The candidate shall have 14 calendar days to respond in writing to the added materials. Added materials must be listed on the Portfolio Routing and Added Materials Inventory form with a description of the materials, who added them, and the date.

A. Cover Page. Use standard cover page available at <https://www.ndsu.edu/facultyaffairs/pte/>.

B. Table of Contents. *See example in the appendix of this guide.* All pages in the Portfolio must be numbered.

C. Position Description/Special Agreements

Include copies of:

1. Place copies of all NDSU job descriptions with dates since hire for tenure and/or promotion to associate professor candidates. For promotion to full professor candidates provide only prior job descriptions since last promotion at NDSU or copies of all job descriptions since hire for those who have not gone through the promotion process. *The current job description should specify all stated work expectations (including percent of time expectations) and the teaching, advising, research, outreach, extension, service, and administrative responsibilities agreed upon by the candidate, the Department Chair and Dean, if appropriate.*
2. Prior service agreements for the candidate on a tenure-track appointment (*if applicable*). For faculty hired with tenure credit how prior work is considered must be specified in the appointment letter (NDSU Policy 352, 3.5.2).
3. Previous consideration for promotion and/or tenure (*if applicable*).

D. Academic Background

List:

1. Degrees, in chronological order, with conferring institutions, areas of concentration, and dates. List doctoral adviser(s).
2. Post-doctoral or other educational experiences with institutions, areas, mentors, and dates.
3. Licenses or certifications with issuing states or organizations and effective dates.

E. Academic Experience/Employment History

List **all** positions (with titles) in academia, government, or industry, in chronological order, institutions, ranks, and dates, including positions at NDSU.

F. Statement of Context and Accomplishments

The candidate submits a required context statement and may submit an optional impact statement.

1. **Required: Context statement (maximum three pages).** Provide a succinct context statement for academic record describing philosophy, accomplishments, and other comments about major achievements in the areas of teaching, advising, research, extension, outreach, and service. For example, one might describe how these activities have contributed to the candidate's professional growth, productivity, and development; how the activities relate to the candidate's discipline;

how the activities relate to the mission of NDSU; and how the activities have helped NDSU stakeholders and citizens of North Dakota.

2. **Optional: Impact statement (maximum one page, separate from the context statement).** Faculty may submit a separate one-page impact statement describing positive or detrimental effects of extraordinary circumstances on the mix or balance of their work activities and the types of work outcomes they were able to achieve. Recognized circumstances currently include:
 - a. The COVID-19 pandemic, where any portion of 2020, 2021, or 2022 falls within the candidate's probationary period (for tenure/associate candidates) or evaluation period (for full professor candidates); and
 - b. The 2023 NDSU academic unit reorganization and its 2024 implementation impacts.

Faculty may choose instead to integrate this information throughout the three-page context statement; if so, impacts should be clearly and explicitly identified. The optional one-page impact statement does not extend the context statement page limit.

G. Teaching, Advising, Extension, Outreach, and Curriculum Development

Criterion (adapted from Policy 352). In teaching, the following criteria apply to evaluation of contributions by a candidate for promotion, tenure, and post-tenure review: (i) The effective delivery of instruction to and the stimulation of learning by students and/or clients; (ii) The continuous improvement of courses or instructional programs; and (iii) The effective advising and mentoring of undergraduate and/or graduate students. Extension and outreach contributions are evaluated against the candidate's position description and criteria developed by NDSU Extension, not against the teaching criterion above.

Promotion to full professor candidates provide activities since last promotion at NDSU.

Supporting information and evidence.

1. **Courses taught and student ratings (Student Course Experience Survey or SCES).** List, in reverse chronological order, all courses taught at NDSU, beginning with the class most recently taught, course numbers, term/semester, year, and number of students enrolled at the census date for that term, (usually the fourth week enrollment), and SCES scores. **If not the sole instructor, clearly define candidate's role in the course.** Candidates are asked to include all SCES scores in their portfolio (see format shown in Table 2). Candidates should also report the course survey response rate (percentage of enrolled students completing the course survey) to help evaluators see the proportion of students contributing to SCES scores. See department and college PTE policies for additional guidance.

Written comments by students are not required; however, if the candidate chooses to include them, all comments must be included.

Table 2. Reporting Course Surveys

							Mean Scores								
Term	Course Number	Course Title	Credits	% Responsibility	Course Enrollment	Course Survey Response Rate	Q1. The instructor provided well-defined course objectives	Q2. The instructor provided content and materials that were clear and organized	Q3. I understood how my grades were assigned in this course	Q4. I met or exceeded the course objectives given for this course	Q5. The instructor was available to assist students outside of class	Q6. The instructor provided feedback to me in a timely manner	Q7. The instructor provided feedback that helped me learn	Q8. The instructor set and maintained high standards that students must meet	Q9. The physical environment was conducive to learning

Owing to the unique circumstances of instruction during the early pandemic, faculty may include or exclude Fall 2020 and Spring 2020 SCES in their portfolio. Faculty will not be judged on whether they choose to include or exclude these course surveys in their portfolio.

2. **Quality of teaching (administration and peer evaluation).** Provide statement by a) Department Chair (*if teaching was not evaluated as part of annual review*), **and** b) peers which evaluates: (i) course content and design; (ii) teaching methods; (iii) individual contributions to the improvement of instructional programs; and/or (iv) impact on student learning.
3. **Curriculum development.**
 - a. List contributions in curriculum development including: (i) employment of innovative ideas; (ii) incorporating new techniques in classroom presentations; (iii) incorporating new techniques and delivery methods off-campus and outside the classroom; and/or (iv) development and improvement of instructional materials.
 - b. List educational committees and activities at departmental, college, and university level primarily involved with teaching/education/curriculum/program development.
4. **Advising.** If advising is a part of the candidate’s responsibility, provide description of

- a. Academic and co-curricular advising responsibilities.
 - b. Formal undergraduate academic advising (give number of student advisees, how often they typically meet with the adviser).
 - c. Student rating of advising (evaluation by advisees of the quality of advising).
 - d. Co-curricular advising (e.g., faculty adviser for student professional organizations).
 - e. Undergraduate student researchers mentored.
 - f. K-12 student mentored.
5. **Graduate students.** Provide a description of work with graduate students including as
- a. Major Professor (list student names, degree, date of graduation, and thesis/paper/dissertation titles).
 - b. Examining Committee Member (list student names, degrees, departments, and dates).
 - c. Postdoctoral trainees (list names and dates).
 - d. Supervisor of other trainees (list names and dates).
6. **Extension activities.**
- a. List (chronological) extension courses and seminars presented. Indicate the candidate's role and provide pertinent evaluation/assessment information.
 - b. List extension related consultation (business, community, educational) if the activities are different from those listed in public service (in section I.3).
7. **Outreach activities.**
- a. List (chronological) courses and seminars presented. Indicate the candidate's role. *While not required or expected, candidates may provide evaluation/assessment information.*
 - b. List professional consultation (business, community, educational) if the activities are different from those listed in public service (in section I.3).
8. **Personal/professional development to improve teaching, advising, outreach, and extension effectiveness.**
- a. List name, place, and date of participation in activities to improve teaching ability, such as faculty development activities, seminars, workshops, teaching grant activities, and pedagogical activities at professional meetings.
 - b. Indicate how knowledge and/or skills learned from activities were applied to improvement of teaching, advising, outreach, and extension effectiveness.
9. **Teaching, advising, extension, outreach, and curriculum development related awards and honors.** List and describe awards and honors.
10. **Extraordinary circumstances impact (Optional).** List impacts (positive or detrimental) of recognized extraordinary circumstances on teaching, advising, extension, outreach, and curriculum development.

H. Research, Creative, Scholarly, and Professional Activities

Criterion (adapted from Policy 352). In research and creative activities, the following criteria apply to evaluation of contributions by a candidate for promotion, tenure, and post-tenure review: (i) Contributions to the knowledge, either by discovery or application, resulting from the candidate's research; and/or; (ii) Creative activities and productions that are related to the candidate's discipline.

Promotion to full professor candidates provide activities since last promotion at NDSU.

Supporting information and evidence. Clearly define candidate's role in each endeavor, wherein the candidate is not the sole author, investigator, or inventor.

1. **Publications.** Provide a complete list of all published manuscripts and other scholarly efforts and creative activities. **List names of all authors in order of appearance, title, journal, volume, inclusive pages,** date; books and book chapters; creative activities; papers and abstracts presented at meetings; invited presentations. Do not include publications "in preparation." If publications are "submitted" but the reviews are not complete, put in a separate section. For manuscripts that have been "accepted" or "forthcoming," place a copy of the editor's acceptance letter in this section. If not the sole author, clearly define candidate's role. **Identify graduate advisee and student authors, if applicable.** The list of publications should be separated by appropriate headings, e.g., refereed, non-refereed, juried exhibit, reviews, manuscripts, book reviews:
 - a. List refereed journal publications
 - b. List other refereed publications (books, book chapters, conference proceedings articles, extension bulletins, etc.)
 - c. List non-refereed publications
2. **Presentations at professional meetings.** List professional meetings, symposia, and conferences, include meeting dates and role of the candidate, e.g., organizer, chair, invited speaker, discussant, presenter, attendee.
3. **Grants, contracts, and awards.** If not the sole investigator, clearly define candidate's role.
 - a. List funded grants and contract support including name(s) of principal and co-investigator(s), title, funding source, funding amount, and funding start and end dates.
 - b. List grant and contract proposals submitted but pending decision. Include name(s) of principal and co-investigator(s), title, funding source, funding amount, and funding start and end dates.
 - c. List grant and contract proposals submitted but not funded. Provide succinct description of the outcome of the review. Include name(s) of principal and co-investigator(s), title, funding source, funding amount, and funding start and end dates.
4. **Creative activities/research and development of new items.** If not the sole inventor, clearly define candidate's role. List any intellectual property developed, e.g., patents, copyrights, cultivar releases, and inventions, plant variety protection, with titles and dates. Finally, list any economic development activities in this section.
5. **Personal/professional development to improve research, creative activity.**
 - a. List by name, place, and date of participation in professional development activities to improve research, creative activity.

- b. Indicate how knowledge and/or skills learned from activities were applied to increase impact of research, creative activity.
6. **Research and creative activity awards and honors.** List and describe awards and honors.
7. **Extraordinary circumstances impact (Optional).** List impacts (positive or detrimental) of recognized extraordinary circumstances on research, creative, scholarly, and professional activities.

I. Service

Criterion (adapted from Policy 352). In service, the following criteria apply to evaluation of contributions by a candidate for promotion, tenure, and post-tenure review: (i) Contributions to the welfare of the department, college, university, or profession, and/or (ii) Contributions to the public that make use of the candidate's academic or professional expertise.

Promotion to full professor candidates provide activities since last promotion at NDSU.

Supporting information and evidence.

1. **Committee/University involvement.** List committees (or other institutional responsibilities) at NDSU, with dates. Include role (e.g., chair, committee member), as well as contribution(s) to faculty governance, campus climate and diversity, and management or improvement of administrative procedures or programs at:
 - a. Department level
 - b. College level
 - c. University level
2. **Service to the profession.** List memberships and involvement in professional associations (offices held, committee assignments, and leadership), advisory or review panels, study section, task forces, planning groups, or any other evidence of regional, national, or international stature and service to the profession.
3. **Service to the public.** List service to institutions, governmental units, and consulting (when approved by the university), indicating the type and amount of direct client service, visits by the public, and site visits.
4. **Personal/professional development to improve service effectiveness.** List by name, place, and date of participation in professional development activities to improve service effectiveness.
5. **Service awards and honors.** List and describe service awards and honors.
6. **Extraordinary circumstances impact (Optional).** List impacts (positive or detrimental) of recognized extraordinary circumstances on service activities.

J. Administrative Responsibilities. Faculty with administrative responsibilities may include a statement about the impact of their work on the campus, their unit, and those they supervise. List accomplishments, activities, achievements, personal/professional development, awards and honors, and the optional extraordinary circumstances impacts not listed above in teaching, research, and service sections.

K. Awards and Honors

List all awards, honors, or other special recognitions received during the review period. Include award date, an explanation of the award, the organization that gave the award, and the level (local, regional, national, or international).

This section consolidates awards already listed under G.9, H.6, I.5, and J into a single chronological summary, plus any awards or honors not tied to a specific area (e.g., university-wide recognition, lifetime achievement awards, honorary degrees). Duplication with subsection entries is expected and allowable.

L. Department and College Promotion and Tenure Criteria

Place copies of the department's and college's promotion and tenure criteria. Pursuant to NDSU Policy 352.3.3:

- **For probationary faculty** and for non-tenure-line faculty at the assistant professor rank, **the basis for review shall be** the promotion and tenure guidelines and criteria of the academic unit that were provided to the candidate **at the time of the candidate's appointment to the position.**
- Tenured and non-tenure-line **candidates for promotion to the rank of full professor** may choose to be **evaluated by the criteria in effect at the time of the previous promotion, if the application is made within eight years** of the previous promotion (to associate professor). Thereafter, candidates shall be evaluated by the criteria in effect at the time of application. This criteria-version election is distinct from the eight-year provision described in *The Portfolio* section above, which concerns the scope of the record reviewed.

In documenting that the evaluation was based on the written standards and criteria of the department and college (see the Policy & Procedures Checklist), reviewers must apply the version of the criteria identified above as applicable to the candidate.

M. Annual Evaluations and Third Year Review Report

Place copies of all prior annual evaluations since hire and the Third Year Review Report for tenure and/or promotion to associate professor candidates. For promotion to full professor candidates provide only prior annual evaluations since last promotion at NDSU or copies of all annual evaluations since hire for those who have not gone through the promotion process.

N. Curriculum Vitae

Current curriculum vitae

O. Letters of Evaluation

External letters of evaluation are not required by Policy 352 but may be required by individual department or college PTE documents. When letters are solicited, the procedures below are mandatory. **Any letters of evaluation will be solicited by the Department Chair or Head, not the candidate or members of the PTE Committee.** Such letters should provide specific evidence of achievement or competence by the candidate in a specific area, but must not include a recommendation for or against promotion and/or

tenure. Each department or college that requires external letters should include the process and procedures for obtaining them in its PTE criteria document. Letters fall into two categories:

1. Letters from NDSU faculty, staff, and students which are appropriate and helpful for fairness and balance and may provide constructive assessments of the candidate; and
2. Letters from highly qualified individuals at least at the rank for which promotion is sought from outside the university, providing specific evidence of achievement or competence by the candidate in a specific area. These letters should be solicited from respected leaders and scholars at comparable research institutions but should not be solicited from co-authors, co-principal investigators, former professors/advisers/mentors, coworkers, or students.

Letters soliciting an evaluation **must** contain statements pertaining to the following:

- Under North Dakota law, the candidate has a right to review all material in the promotion/tenure file. A copy of each letter is sent to the candidate.
- The COVID-19 pandemic created extraordinary circumstances that may have seriously impacted faculty productivity; we ask that you take those circumstances into account.
- No recommendation is to be made for or against promotion and tenure.

PART II

P. Recommendations

The written recommendations, as provided by department and college processes are placed in this section:

- a. Department PTE Committee recommendation letter
- b. Department Chair recommendation letter
- c. College PTE Committee recommendation letter
- d. College Dean recommendation letter
- e. Director recommendation letter (if required by unit structure, e.g., NDSU Extension)
- f. Candidates in joint or split appointments: While the primary responsibility for the review rests with the department and the college that hold the majority or plurality of the appointments, input should be included from the other units holding the remainder of the appointment.

Written recommendations should include the following information: (1) context and evaluation of the candidate's teaching contribution; (2) context and evaluation of the candidate's research/creative activity contribution; (3) context and evaluation of the candidate's service contributions; (4) potential contributions toward realization of department/college goals/mission; and (5) the recommendation dealing with promotion and/or tenure. Committees should provide a vote tally for each area of responsibility, along with an overall vote tally for the written recommendation.

APPENDIX A: TABLE OF CONTENTS TEMPLATE

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Checklist, Routing and Added Materials Form

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G. Teaching, Advising, Extension, Outreach, and Curriculum Development

H. Research, Creative, Scholarly, and Professional Activities

I. Service

J. Administrative Responsibilities

K. Awards and Honors

L. Department and College Promotion and Tenure Criteria

M. Annual Evaluations and Third Year Review Report

N. Curriculum Vitae

O. Letters of Evaluation (*requested by Chair/Head*)

PART II

P. Recommendations

- Department PTE Committee
- Department Chair
- College PTE Committee
- Dean
- Director (if required)