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FACULTY SENATE MEETING
April 2, 2012
Merrill-Cazier Library, Room 154

Agenda

- 3:00 Call to Order**.....Glenn McEvoy
Approval of Minutes March 5, 2012
- 3:05 Announcements**.....Glenn McEvoy
Please sign the roll
- 3:10 University Business**.....Stan Albrecht, President
Raymond Coward, Provost
- 3:30 Consent Agenda**.....Glenn McEvoy
1. PRPC Annual Report - Terry Peak
2. EPC Items - Larry Smith
- 3:35 Information Items**
1. Honorary Degrees and Awards Report.....Sydney Peterson
2. Post Tenure Review Task Force Issues.....Glenn McEvoy
- 3:50 Action Items**
• PRPC External Review Letters 405.7.2(1) and 405.8.3(1) (First Reading).....Terry Peak
- 4:15 New Business**
• Nominations for Faculty Senate President-ElectFlora Shrode
- 4:30 Adjournment**



**USU FACULTY SENATE
MINUTES
MARCH 5, 2012
Merrill-Cazier Library, Room 154**

Glenn McEvoy called the meeting to order at 3:00 pm.

Approval of Minutes

A motion to approve the minutes of February 6, 2012 was made by Vincent Wickwar and seconded by Ralph Whitesides. The motion passed unanimously.

Announcements – Glenn McEvoy

Roll Call. Members are reminded to sign the role sheet at each meeting.

Open Microphones. Senate members who attend the meeting on the Logan Campus are reminded that the microphones in the room are open and pick up whispers and paper shuffling that can be heard and is very distracting to the members at the distance sites.

Shared Governance Award. There are 5 nominees for the award this year and the committee is in the process of setting up the final review. The panel that will be making the final decision is made up of past Faculty Senate presidents. The winner will be announced at this year's Robbins Awards.

Athletic Council Forms. About three times a year faculty who have student athletes in their classes receive an email from Brian Evans requesting tracking information of the student athletes' progress. These are necessary for athletics reporting and to determine student eligibility to participate. The faculty are asked to fill out this form and return it promptly.

University Business – President Stan Albrecht, Provost Raymond Coward

President Albrecht is in Salt Lake City. The Utah House and Senate are both honoring USU today for its 150th celebration of the Morrill Land Grant Act. Provost Coward presented the University Business. As part of the Founders Day celebration the Faculty Senate Executive Committee was asked to have lunch with the Board of Trustees. This was the first time for this type of a meeting, but the feeling is that it will likely occur again in the future.

Consent Agenda Items –Glenn McEvoy

Research Council Report - Mark McLellan
Budget and Faculty Welfare Committee Annual Report- Rhonda Miller
Academic Freedom and Tenure Committee Annual Report - Richard Jenson
EPC Items - Larry Smith

A motion to approve the consent agenda was made by Doug Jackson-Smith and seconded by Sheri Haderlie. The motion passed unanimously.

Information Items

Open Access Policy Proposal – Flora Shrode. Copies of the proposal were given to the senators in their meeting packets. The changes to this draft emphasize that this is an opt in policy and that the University “expects” faculty to participate (rather than “requires”). The next step is to take the proposal to Human Resources to begin the formal 300 level policy change process. Since this policy will affect faculty, HR will probably present this to the Faculty Senate at some point in the future.

Parking Report on Upcoming Changes – Ralph Whitesides. Ralph is the Faculty Senate representative on the Parking Advisory Committee. He presented four items to the senate for their information. First, due to budget cuts, the Facilities Department will no longer be able to financially support the parking operation. Therefore, Parking and Transportation will have to find a way to raise more money. They have evaluated a seven year plan and determined that a little over \$3 million will be needed to cover costs over the next seven years.

The second item is that a resolution was approved by VP of Finance Dave Cowley to increase the parking permit rates effective March 15 by about 50 to 75 cents per month for faculty, 8 to 50 cents per month for student lots, and 16 to 50 cents per month for the resident lots. These rates will be re-evaluated at the end of next year.

The Parking and Transportation Advisory Committee has also passed a resolution regarding overnight parking on campus. Currently there is no overnight parking allowed on campus during the winter months to accommodate snow removal. The policy will be expanded to year-round. The intention is to eliminate parking of vehicles that are sometimes left in lots during the entire summer. After a few questions from senators it was clarified that if you are a current permit holder, you may park on campus for 3 days and 3 nights without being towed and that will continue. If you need to leave your car for longer than 3 days and nights contact the parking office and they will do their best to accommodate you.

Finally, parking in the yellow lots (the lots primarily near and around the stadium) will now be prohibited without a permit until 5:00 pm or on game days. Currently the yellow lots are open for general parking at 2:00 pm, but due to loss of parking spaces at various places on campus the yellow lots are handling the excess.

Increasing shuttle bus service is always discussed in the parking committee meetings. This last year the USU shuttle bus system carried over 1 million passengers. As it becomes more difficult to park on campus there will be a need for more shuttling from outside areas. The funding mechanism for adding faculty and staff to the bus system has not yet been fully explored.

Adjournment

Motion to adjourn was made at 3:29 by Peg Petrzalka and seconded by Stephen Bialkowski.

PROFESSIONAL RESPONSIBILITIES AND PROCEDURES COMMITTEE (PRPC) ANNUAL REPORT

PRPC advises the Faculty Senate regarding the “composition, interpretation and revision of Section 400 in University Policies and Procedures,” commonly referred to as the *Faculty Code*. Members of PRPC for the 2011-12 academic year include:

Jeff Broadbent, Agriculture
 Randy Simmons, Business
 Chris Gauthier, Arts
 Susan Turner, Education & Human Services
 Ian Anderson, Science
 Karen Woolstenhulme, RCDE
 Steven Folkman, Senate
 Richard Peralta, Engineering
 John Elsweiler, Library
 Jerry Goodspeed, Extension
 Elaine Youngberg, USU-Eastern
 Dorothy Dobson, Senate
 Jim Bame (substituting for Shane Graham, who is on sabbatical), Senate
 Terry Peak, ChaSS, Chair

1. The first PRPC meeting of the 2011-12 academic year was held Tuesday, Sept. 13, 2011, in Library 249, from 4-5 P.M.

PRPC was asked by FSEC to find and address places in the *Faculty Code* that mention **Dean of Graduate Studies**. There were the six places in the *Code* in which *vice president for research and dean of the school of graduate studies* appear together plus one instance of *vice president for research* without *dean of the school of graduate studies*. And one instance of the *Code* (403 3.2) that just refers to the vice president for research. PRPC committee members felt that the same solution could apply to all of these instances, including the reference simply to the vice president for research.

These PRPC suggestions were submitted to the FSEC meeting of Sept. 19, 2011 and the subsequent FS meetings of Oct. 3, 2011 and Dec. 5, 2011. This is the suggested language change:

the vice president for research and dean of the school of graduate studies.

2. The second PRPC meeting was Tuesday, October 25 from 4-5 P.M. in Library 249.

FS President Glenn McEvoy asked that PRPC revisit the **vacancies issue** that is currently addressed in the *Code* in 402, 3.2 and 3.4. PRPC committee members remembered their previous discussions of this issue from the 2010-11 academic year and after careful consideration recommended the addition/deletion to section 402, 3.4 at the FSEC meeting of Nov. 21, 2011 where it was amended slightly, and the subsequent FS

meetings of Dec. 12, 2011 and Jan. 9, 2012. The amended version can be seen in the corrected sections of the Faculty Code.

3. The third PRPC meeting was held Nov. 29, 2011 in Library 249 at 4 P.M. FS President Glenn McEvoy asked the committee to consider the topic of external review letters.

The problem: Current Code refers only to research when discussing external review letters. How can we accommodate the increasingly large number of USU faculty for whom research is a relatively minor part of their role statement?

The committee has spent considerable time discussing recommended changes submitted by the provost and the deans as well as suggestions from the Faculty Senate Executive Committee. This issue of external review letters is extremely complex and PRPC continues to deliberate numerous options in their effort to come up with language that can accommodate the numerous role statement scenarios that exist throughout the university. After extensive discussion and the drafting of various options PRPC took their recommended changes to the Faculty Senate Executive Committee.

- 4./5. These changes were discussed at the FSEC meeting of Jan. 23, 2012 and returned to PRPC at its fourth meeting on Feb. 16, 2012 in Library 249 at 9 A.M. FS President Glenn McEvoy joined the committee for the first part of the meeting and a lively discussion ensued. Following the discussion PRPC members circulated draft language among committee members and this will be the topic of our fifth meeting Tuesday, March 27 at 1:30 in Library 249. Since we are near the end of the semester, should language be approved, it will bypass FSEC and be presented to Faculty Senate on April 2.

Respectfully submitted,
Terry Peak, Chair

Report from the Educational Policies Committee
Meeting of March 1, 2012
Prepared by Larry Smith, EPC Chair

The Educational Policies Committee met on March 1, 2012. The agenda and minutes of the meeting are posted on the Educational Policies Committee web page¹ and are available for review by the members of the Faculty Senate and other interested parties.

During the March 1 meeting of the Educational Policies Committee, the following discussions were held and key actions were taken.

1. Approval of the report from the Curriculum Subcommittee meeting of March 1, 2012 which included the following notable actions:
 - The Curriculum Subcommittee approved 167 requests for course actions. The bulk of these reflect a transfer of courses from the Department of Engineering and Technical Education (ETE) to the School of Applied Sciences, Technology and Education (ASTE), and, prefix changes resulting from the change of Speech Communications (SPCH) to Communication Studies (CMST).
 - The request from the College of Agriculture and the College of Natural Resources to create a Sustainable Systems Minor was approved.
2. Approval of the report from the Academic Standards Subcommittee meeting of February 23, 2012 which included the following action item:
 - A motion to draft a policy enforcing prerequisites was approved.
3. Approval of the report of the General Education Subcommittee meeting of February 21, 2012. Of note:
 - The following General Education courses and syllabi were approved:
 - ARTH 3840 (CI)
 - ARTH 4520 (CI)
 - Honors 1320 (BHU, Carol McNamara)
 - USU 1340 (BSS, David Cassidy/Susan Neel)
 - USU 1300 (BAI, Michael Petersen)

1. <http://www.usu.edu/fsenate/epc/archives/index.html>

**REPORT OF THE
HONORARY DEGREE AND AWARDS COMMITTEE**
to the
Faculty Senate
April 2, 2012

*The information contained in this document is CONFIDENTIAL and for review by the Faculty Senate only.
It is not to be disseminated to any person outside of the Faculty Senate.*

COMMITTEE MEMBERS

Suzanne Pierce-Moore, Chair (Board of Trustees)
Jody Burnett (Board of Trustees and Alumni Council President)
Douglas S. Foxley (Board of Trustees)
Ronald W. Jibson (Board of Trustees)
Scott R. Watterson (Board of Trustees)
Douglas Jackson-Smith (Faculty)
Jeffrey R. Smitten (Faculty)
Chris J. Winstead (Faculty)
Paul D. Parkinson (Alumni Council)
Erik Mikkelsen (ASUSU President)
Laurens Smith (Provost's Office)
Sydney Peterson (President's Office)

PURPOSE

The Honorary Degrees and Awards Screening Committee's major responsibilities are to implement procedures to solicit and encourage an adequate number of qualified nominations; to review all nominations for Honorary Degrees and Commencement Speaker Awards; and to forward nominations and recommendations to the Board of Trustees for their final selection and approval.

COMMITTEE ACTIONS

Honorary Degree Recipients 2012

The Honorary Degree and Awards Screening Committee recommended four candidates for honorary degrees to be presented at Spring Commencement 2012. The Board of Trustees has approved the following four candidates:

Norah Abdullah Alfaiz

Norah Alfaiz received her bachelor's degree from King Saud University in 1978, majoring in Sociology. She continued her education at Utah State University, where she received a master's degree in Instructional Technology from the College of Education in 1982. After completing her degree she returned to Saudi Arabia where she worked as a teacher in the public schools, and was rapidly promoted to educational supervisor. She subsequently held numerous management positions in the field of education, including her service as head principal of the girls' section at Prince Al-Waleed bin Talal's Kingdom Schools. She became Director of the women's section of the Administration Institute in Riyadh in 1993.

In 2009, Alfaiz became the first female Deputy Minister for Education, the most senior government appointed position ever to be held by a woman in Saudi Arabia. Her appointment was truly a groundbreaking event and a significant indicator of the broadening role for women in politics and education in Saudi Arabia. Alfaiz was among the individuals named as "The TIME 100: The World's

Most Influential: for 2009.” Because of her courage and commitment to educational access for all women in Saudi Arabia, Alfaiz serves as a powerful role model to other women aspiring to careers in education.

Quentin L. Cook

Quentin L. Cook is a native of Logan, Utah and received a bachelor's degree from Utah State University in Political Science in 1963. After completion of his undergraduate studies at Utah State, he was admitted to Stanford University's highly competitive law school. He graduated with a Doctor of Jurisprudence degree and was a recipient of the prestigious Hilmer Oehlmann Jr. Award for Excellence in Research and Writing. Cook later established himself as a prominent Bay Area attorney. Through the years he has made significant contributions to his profession and to many civic and religious interests. As an extension of his law practice he became outside general counsel for The California Health Care System. His expertise and value to the organization was recognized when he was appointed to serve as the Corporate President and Chief Executive Officer. After a merger of The California Health Care System and Sutter Health System, he became Vice Chairman of the new combined 26 hospital health care system. He was serving in this capacity when he was called to serve as a General Authority of the Church of Jesus Christ of Latter-day Saints in April of 1996. He currently serves as a member of the Church's Quorum of the Twelve Apostles.

John R. Miller

John R. Miller was born and raised in Logan, Utah. He attended Utah State University where, in 1977, he earned his bachelor's degree in history. After graduation he worked at American Commodities Corporation in Hyrum, Utah, as the general manager. In 1979 he became the CEO of E.A. Miller, Inc., in Hyrum, Utah. He later became the CEO and president of Armour Food Company in Omaha, Neb., and was then hired as the CEO of National Carriers, Inc.

Miller is also the CEO of National Beef Packing Company, a Kansas City, Missouri-based food business. Under Miller's direction the company has grown from \$500 million to over \$7 billion in sales revenue. National Beef Packing Company is the nation's 4th largest meat packing company and is recognized by industry analysts as the leader in its category. Prior to serving as CEO of National Beef Packing Company, Miller served as CEO of Armour Food Company, in Omaha, Nebraska. He is also a founding partner of Wasatch Premier Properties, a Salt Lake City, Utah based private real estate company with assets located in six western states.

Miller has been recognized in periodicals including Forbes Magazine, Fortune Magazine, and numerous food industry articles over the years for his leadership, operating expertise, and track record for turning around and building successful businesses. In addition, he served as National Finance Chairman for the Romney for President Campaign. He and his wife Victoria Miller reside in Park City, Utah and Kansas City, Missouri. They are the parents of six children.

Dr. Lars P. Hansen

Lars P. Hansen, an internationally known leader in economic dynamics, is the founding director of the Becker Friedman Institute for Research in Economics. The Gary Becker Milton Friedman Institute for Research in Economics was established in June 2011, joining the strengths of the three-year-old Friedman Institute and the Becker Center on Chicago Price Theory. Prior to the merger, Hansen was the founding director of the Milton Friedman Institute for Research in Economics. He helped build a robust program for the Institute following its launch in July 2008. In addition to being the research director of the Becker Friedman Institute, he is the David Rockefeller Distinguished Service Professor in Economics at the University of Chicago. Previously, he was the Homer J. Livingston Distinguished Service Professor in Economic at the University of Chicago.

After graduating from Utah State University (B.S. in Mathematics, 1974) and the University of Minnesota (Ph.D. in Economics, 1978), Hansen served as an assistant professor at Carnegie-Mellon University before moving to the University of Chicago in 1981. He was a co-winner of the Frisch Medal with

Kenneth Singleton in 1984 and was awarded the Erwin Plein Nemmers Prize in Economics in 2006. He is best known as the developer of the econometric technique GMM, of “Generalized Methods of Moments,” and has written and co-authored papers applying GMM to the analysis of economic models in numerous fields including labor economics, international finance, finance, and macroeconomics.

Hansen is the co-author of *Robustness* (2007), an exploration of robust control theory’s implications for macroeconomic modeling when the decision maker is skeptical that a model can be trusted. Lars has written books with Thomas J. Sargent and has co-edited “Advances in Economics and Econometrics” and the “Handbook of Financial Econometrics.” His current research interests include pricing long run macroeconomic risk; incorporating beliefs, doubts, and learning into representative agent models; and developing implications for empirical macroeconomics and finance. Hansen is also known for his work done with Ravi Jagannathan to derive the Hansen-Jagannathan bounds, which provides a means to use securities market data to restrict the volatility of the stochastic discount factor. He is a fellow of the National Academy of Sciences and of the American Finance Association. He is a member of the American Academy of Arts and Sciences and past president of the Econometric Society.

Commencement Speaker 2012

The Board of Trustees has approved Eric Greitens as the Commencement Speaker for Spring 2012. Additional names have been submitted for Commencement Speaker for Spring 2013.

Eric Greitens was born and raised in Missouri, where he was educated in the public schools. He was an Angier B. Duke Scholar at Duke University where he studied ethics, philosophy, and public policy. Selected as a Rhodes and Truman Scholar, he attended the University of Oxford from 1996 through 2000. There he earned a master’s degree in 1998 and a Ph.D. in 2000. His doctoral thesis, *Children First*, investigated how international humanitarian organizations can best serve war-affected children. He continues to study and teach public service as a Senior Fellow at the Truman School of Public Affairs at the University of Missouri and in the MBA Program at the Olin School of Business at Washington University.

Greitens’ award-winning book of photographs and essays, *Strength and Compassion*, grew from his humanitarian work. He has worked as a humanitarian volunteer, documentary photographer, and researcher in Rwanda, Cambodia, Albania, Mexico, India, the Gaza Strip, Croatia, and Bolivia. *Strength and Compassion* is a collection of striking photographs from these countries, combined with bold essays on Strength, Dignity, Courage, Faith, Hope, and Compassion. Among other accolades, *Strength and Compassion* has been recognized as ForeWord Magazine’s Photography Book of the Year, and as the Grand Prize Winner of the 2009 New York Book Festival. His second book, *The Heart & the Fist: The Education of a Humanitarian, the Making of a Navy SEAL*, became a New York Times best seller in May 2011. It relates his story of leadership and service as both a humanitarian and a warrior. In a life lived at the raw edges of the human experience, Greitens has seen what can be accomplished when compassion and courage come together in meaningful service.

Greitens also served as a United States Navy SEAL officer, and deployed four times during the Global War on Terrorism: to Iraq, Afghanistan, the Horn of Africa, and Southeast Asia. He served as the Commander of a Joint Special Operations Task Unit, Commander of a Mark V Special Operations Craft Detachment, and as Commander of an al Qaeda Targeting Cell. In 2011, the Association of the United States Navy named Eric their Navy Reserve Officer of the Year. His personal military awards include the Navy Achievement Medal, the Joint Service Achievement Medal, the Navy Commendation Medal, the Joint Service Commendation Medal, the Combat Action Ribbon, the Purple Heart, and the Bronze Star.

An accomplished athlete, Greitens is a sub-3 hour Marathon runner and the winner of the Shamrock Marathon at Camp Fallujah, Iraq. As a boxer, he won two Oxford Boxing Blues and the Gold Medal at the BUSA National Boxing Championships. A committed public servant, Greitens was appointed by the President to serve as a White House Fellow in 2005. The White House Fellowship is a non-partisan, non-political appointment that is considered America’s most prestigious fellowship for leadership and public service.

After returning from Iraq, Greitens donated his combat pay to found The Mission Continues. A non-profit organization, The Mission Continues works with wounded and disabled veterans to build new lives as citizen leaders here at home. From May 2007 to May 2009, Eric contributed over 2,750 volunteer hours as a volunteer Chairman and CEO, and the President of the United States personally presented him with the President's Volunteer Service Award in recognition of his inspiring national leadership working with wounded and disabled veterans.

As CEO of The Mission Continues, the Draper Richards Foundation selected Greitens as a Fellow, recognizing him as one of the most innovative leaders in America. The following year the Manhattan Institute for Social Entrepreneurship honored him as one of the five leading social entrepreneurs in America. In 2011, The Social Venture Network recognized him and The Mission Continues as one of the most impactful forces in the community that aims to solve social issues. His work has been covered by national media outlets including The Colbert Report, NPR, CNN, NBC Nightly News, the TODAY Show, USA Today, the New York Times, the Wall Street Journal, and the Washington Post. Major League Baseball and PEOPLE Magazine recently named him an "All-Star Among Us" for his service to his country, Outside Magazine announced Greitens as their "Reader of the Year," and the National Conference on Citizenship named Eric its citizen soldier of the year.

Report #1 of the Post-Tenure Review Task Force

In response to feedback received during an accreditation visit by the Northwest Commission on Colleges and Universities, the USU Faculty Senate, in collaboration with the Office of the Executive Vice President and Provost, appointed a task force to examine the current policies and practices related to post-tenure review for faculty at USU. In the early stages of the activities of the task force, three open forums were held to elicit and collect feedback from members of the USU faculty (February 14, 15 and 16). In addition, members of the task force met with the executive committees of all of the academic colleges and the library.

In these meetings, while many concerns and issues were expressed and discussed, the following seven issues emerged repeatedly and were considered critical obstacles to a high-quality system of post-tenure reviews. (NOTE: They are not listed in any order of priority or importance).

1. The conduct of post-tenure reviews varies widely across campus.
2. The current policy requiring 5-year post-tenure reviews for all tenured faculty members is labor intensive, time consuming and largely focused on faculty who are meeting or exceeding expectations in all areas of their role statement.
3. The current requirement of an individualized review committee for each tenured faculty member increases the work load for senior faculty and, moreover, can pit “neighbor against neighbor” in a very delicate and critical personnel decision. These procedures can result in uncomfortable or difficult relationships between colleagues.
4. Substandard faculty performance needs to be addressed quickly and should not wait for the next scheduled 5-year post-tenure review.
5. Our current system of post-tenure review does not include sufficient balance and coordination between the feedback from peers and that from administrative colleagues (i.e., department heads and deans).
6. The annual performance reviews of tenured faculty by department heads can be misleading if based on a 12-month cycle instead of a “rolling” 3 to 5 year period.
7. In the ideal, there should be some financial reward for superior post-tenure performance.

405.7 PROCEDURES SPECIFIC TO THE TENURE PROCESS

7.2 Additional Events During the Year in which a Tenure Decision is to be Made

(1) External peer reviews.

Prior to September 15, the department head or supervisor will make a single solicitation of letters from at least four peers of rank equivalent to or higher than that sought by the candidate. If fewer than four letters arrive, additional letters will be solicited only to attain the minimum of four letters. The reviewers must be external to the university and must be held with respect in academe. The candidate will be asked to submit the names of potential reviewers and to state the nature of his or her acquaintance with each of them. The number of names should be at least equal to the number of letters to be solicited. At least one-half of the reviewers must be selected from the candidate's list. The candidate may also submit names of potential reviewers that he or she does not want contacted, although this list is not binding on the department head or supervisor.

The department head or supervisor and the tenure advisory committee shall mutually agree to the peer reviewers from whom letters will be solicited. A summary of the pertinent information in his or her file initially prepared by the candidate and a cover letter initially drafted by the department head or supervisor with final drafts mutually agreed upon by the candidate, the tenure advisory committee, and the department head or supervisor shall be sent to each reviewer by the department head or supervisor. Each external reviewer should be asked to state, ~~at the very least,~~ the nature of his or her acquaintance with the candidate, and to evaluate the ~~candidate's published work and/or creative endeavors, and recognition and standing among his or her peers, performance, record, accomplishments, recognition and standing of the candidate in the major area of emphasis of his or her role statement. If the candidate, department head, and tenure advisory committee all agree, external reviewers may be asked to evaluate the secondary area of emphasis in the role statement as well.~~ Copies of these letters will become supplementary material to the candidate's file (see Code 405.6.3).

A waiver of the external review process may be granted by the President when such a process is operationally not feasible for a particular set of academic titles and ranks.

405.8 PROCEDURES SPECIFIC TO THE PROMOTION PROCESS

8.3 Procedures for Promotion

(1) External peer reviews.

Prior to September 15, the department head or supervisor will solicit letters from at least four peers of rank equivalent to or higher than that sought by the candidate. If fewer than four letters arrive, additional letters will be solicited only to attain the minimum of four letters. The reviewers must be external to the university and must be held with respect in academe. The

candidate will be asked to submit the names of potential reviewers and to state the nature of his or her acquaintance with each of them. The number of names should be at least equal to the number of letters to be solicited. At least one-half of the reviewers must be selected from the candidate's list. The candidate may also submit names of potential reviewers that he or she does not want contacted, although this list is not binding on the department head or supervisor.

The department head or supervisor and promotion advisory committee shall mutually agree to the peer reviewers from whom letters will be solicited. A summary of the pertinent information in his or her file initially prepared by the candidate and a cover letter initially drafted by the department head or supervisor with final drafts mutually agreed upon by the candidate, the promotion advisory committee, and the department head or supervisor shall be sent to each reviewer by the department head or supervisor. Each external reviewer should be asked to state; ~~at the very least,~~ the nature of his or her acquaintance with the candidate, and to evaluate the ~~candidate's published work and/or creative endeavors, and recognition and standing among his or her peers.~~ performance, record, accomplishments, recognition and standing of the candidate in the major area of emphasis of his or her role statement. If the candidate, department head, and promotion advisory committee all agree, external reviewers may be asked to evaluate the secondary area of emphasis in the role statement as well. Copies of these letters will become supplementary material to the candidate's file.