

**Letter Indicating Effective Progress
(Annual Review of Progress toward Tenure)**

DATE

Name
Assistant Professor
Department of XYZ
FSU

Dear Dr. Name:

The purpose of this letter is to provide written feedback on your progress, to date, toward promotion and tenure. I will comment on your performance thus far in teaching, research and service.

In the area of teaching, my comments are based on my observations of your classroom teaching and on formal evaluations (SPCI) and informal feedback from students. Overall, I found your classroom performance to be very strong. You were well prepared and used an interesting strategy for reviewing the course content for the test. It appeared that the students were motivated and well versed in the material you had covered. You knew all of the students' names, which is a sign that you have taken the time to get to know your students. I encourage you to continue this level of energy and commitment to your teaching. I also encourage you to be timely in your feedback to students on their performance and written work. I have heard from three students, two in XYZ 5105 and one in XYZ 3221, that you have not returned their papers or that you did so several weeks after the assignment was due. Students must be given appropriate feedback in a timely manner.

In terms of your research and scholarship, your vitae and evidence of performance indicate that you have one book chapter, one journal article, and two book reviews since coming to FSU. You also indicated that you had submitted one article that was submitted for publication review to the Journal of ABCD. Two additional articles are to be submitted for publication in summer 2014. You have presented a total of five papers in the past two years at either the ABC or LMN meetings. Although your presentation rate is good, you should focus on submitting for publication the papers you prepare for presentation. A modest goal is to achieve at least two publications per year in peer-reviewed journals. Focus your submissions on ISI high-impact journals (e.g., American XYZ Review, International Journal of XYZ, Annual Review of XYZ). At a minimum, you must achieve at least this rate of publication to make progress toward tenure and promotion. As I have discussed with you previously, you should also focus on obtaining external support for your research program. With respect to your service activities, I realize that you spent considerable time this year as Chair of the HIJ Committee, in re-organizing that program. You have done an outstanding job in this area. I urge you to use your committee and support staff to the fullest so you do not expend too much time single-handedly in this project. Your other service activities to the Department and College, the University, and the discipline (e.g., ABC and LMN work) are all excellent.

I encourage you to approach tasks and activities in the Department with a spirit of cooperation and respect for colleagues. Although you clearly have the best interests of the Department in mind, there have been occasions in which other faculty members have interpreted your communications as somewhat brusque. Please do not hesitate to ask for my advice and consultation or that of your

faculty mentor (Professor Brown) whenever you need it.

You also should consult Professor Brown or me with any questions about your research agenda, grants and publications, teaching, or any other aspect of your duties. Your success is important not only to you, but also to your field and our department.

Sincerely,

Name2
Chair and Professor