

**Letter Indicating Ineffective 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. To date, your classroom performance has resulted in largely negative student evaluations. A significant number of students in your introductory course XYZ 2000 indicate that the course objectives and requirements are unclear. Student evaluations of your graduate course XYZ 5000 indicate the same problems. Please meet with your mentor (Professor Brown) within the next two weeks to discuss methods for improving in these areas. 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 5000 and one in XYZ 2000, 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 and two book reviews since coming to FSU. You have presented a total of three papers since 2012 at either the ABC or LMN meetings. Although your presentation rate is relatively good, you have not submitted for publication the papers you prepared for presentation. The Department's guidelines for promotion and tenure specify that assistant professors should aim for at least two publications per year in peer-reviewed, ISI high-impact journals (e.g., American XYZ Review, International Journal of XYZ, Annual Review of XYZ). Finally, I note that you have not yet obtained external support for your program of research and that you have only submitted one grant proposal since your arrival at FSU. To date, you are not meeting that expectation and thus are not making satisfactory progress toward tenure and promotion.

Your service activities to the Department and College, the University, and the discipline (e.g., ABC and LMN work) have been minimal, in keeping with your assignment of responsibilities. However, you are expected to attend and participate fully in all departmental and college faculty meetings. Please do not hesitate to ask for my advice and consultation or that of your faculty mentor (Professor Brown) whenever you need it.

In summary, I have concerns about your level of productivity in research and its dissemination and your lack of external research funding to date. You also have improvements to be made in your course preparations and student interactions. You should consult Professor Brown or me with any questions about your research agenda, grants and publications, teaching, or any other aspect of your

duties. Please work with Professor Brown and me to establish specific goals for the next year so as to ensure more effective progress toward tenure and promotion. Your success is important not only to you, but also to your field and our Department.

Sincerely,

Name2
Chair and Professor