

**Department of Management**  
**Guidelines for External Review Process for Promotion and Final Tenure**

**1. Scope of the External Review**

The external review of traditionally-ranked faculty for the final tenure review or promotion will be in the area of professional recognition as stipulated in the Western/WMU-AAUP contract. External review may be initiated by the candidate, the Department of Management Personnel Committee (DPC), or the department chair.

**2. Selection of Reviewers**

There should be between 4 to 6 external reviewers. Selected reviewers should be tenured full professors from peer schools or better. External reviewers should not have a special relationship with the candidate (e.g., Ph.D. advisor, dissertation committee member, coauthor, or former colleague). For external review of professional recognition, reviewers should be familiar with the candidate's field and known for scholarly activity in the candidate's area.

The candidate and the chair of the DPC shall identify the names of the recommended number of mutually acceptable external reviewers. If they are unable to reach agreement on the recommended reviewers, each will be responsible for identifying an equal number of external reviewers until the recommended number has been obtained.

**3. Letter of request to reviewer**

The department chair will be responsible for sending the materials to the external reviewers. The letter should clearly indicate the purpose of the external review and who shall have access to the letters of recommendation. Copies of this letter shall be given to the candidate and Chair of the DPC. The department chair's request to an external reviewer must include Western's statement on confidentiality.

Materials sent to the external reviewers should include a vita and any other relevant materials. The candidate and the chair of the DPC should attempt to reach mutual agreement as to these materials. If they are unable to reach agreement, the chair of the DPC shall make the final decision, as stipulated in the Western/WMU-AAUP contract.

The department chair shall create different standardized form letters for external review solicitation for promotion and tenure. The form letters have to be initially approved by the DPC. The department chair must get subsequent changes to the form letters approved by the DPC.

#### **4. Weight of the review**

It should not be assumed that the external reviews are more accurate than internal evaluations. They are for information purposes only. Reviewers will not be asked to make a final recommendation on the personnel action under consideration.

#### **5. Final disposal of external letters of recommendation.**

External letters of recommendation shall not be placed in the candidate's permanent personnel file. Upon conclusion of the review, the copies of the external letters of recommendation shall be returned to the candidate, with removal of institution identifiers and name of reviewer. Copies of edited letters shall be made available to candidates if a formal appeal is made at any stage in the review process.