

## **Guide to Preparing an Electronic Tenure Dossier**

FAS Office for Faculty Affairs

### **To prepare the materials for the e-dossier:**

- Save all of your materials as PDFs in one folder.
- Whenever possible, create a PDF directly from a Word or Excel document, rather than by scanning a hard copy of the document. This creates a clearer document that takes up less space, and it allows reviewers to search and annotate the document.
- Name all of your documents so that you will be able to easily identify and sort them. For example, rather than naming a document with the course name, make sure it's clear which document is the syllabus for a fall term course, which contains the summary teaching evaluations, and which contains the individual evaluations. Using the naming conventions listed below at this stage of the dossier preparation will be helpful later when you arrange the bookmarks of your combined PDF.
- After you have all documents in a folder, you might find it helpful to number them so you have planned the order in which they will appear in the combined PDF. The sample bookmark structure on page four of this document and the dossier checklists in the *FAS Appointment and Promotion Handbook* (available at <http://academic-appointments.fas.harvard.edu/>) should guide the ordering of dossier components.

### **To create a combined PDF dossier:**

- Open Adobe Acrobat 9.0 Pro (or Adobe Acrobat 10.0 Pro if you have that version).
- Click 'Create.' Choose 'Merge Files into a Single PDF.' (Note: Do **not** choose 'Assemble PDF Portfolio.') (In Acrobat 10.0 Pro, your choice will be 'Combine Files into a Single PDF.')
- In the top right corner of the 'Combine Files' screen, be sure to leave 'Single PDF' checked, not 'PDF Portfolio.'
- In the 'Combine Files' screen, click 'Add Folder' or 'Add Files.' (In Acrobat 10.0 Pro, click 'Add Files,' then select either 'Add Folder' or 'Add Files.')
- If all dossier components are in one folder, you can select them all by choosing 'Add Folder.' If you selected 'Add Folder,' then in the 'Browse for Folder' screen, click on the folder name that contains the files you would like to combine and press the 'OK' button.
- If you selected 'Add Files,' then the 'Add Files' screen will appear. Hold down the 'Ctrl' key and click all the files you want to combine, and then click the 'Add Files' button. Repeat this step until all the files you wish to combine are listed in the 'Combine Files' screen.
- Still in the 'Combine Files' window, sort your files into the order you want them to appear in the dossier. This is where you will benefit from having clearly named your documents and/or numbered them. **It is important that you arrange files in the order you want them to appear in the final dossier. Although you can rearrange bookmarks and pages in the combined PDF, rearranging multi-page documents can be confusing. Arranging documents at this stage in the process will save you time in**

**the long run.** The files will be combined in the order they are listed in the ‘Combine Files’ screen. If you wish to change that order, click on a file name that is out of place and press ‘Move Up’ or ‘Move Down.’ To remove a file from the list to be combined, click the file to remove and press the ‘Remove’ button.

- Select ‘Combine Files.’ If some of your individual documents are password-protected, you will be asked whether you want to continue: choose ‘Yes.’ The system will then combine the files into a single PDF and open that new PDF. (Note: watch for files that have other warnings or errors that might prevent them from being combined.)
- Be sure to save the combined PDF (with the candidate’s name in file name) in a secure location that can’t be accessed by anyone who shouldn’t be able to view the dossier. Save the new file by clicking on the save icon or on ‘File,’ then ‘Save.’
- Make sure the bookmarks appear in the navigation pane on the left side of the screen. If there is no navigation pane visible on the left, right-click in the document and choose ‘Show Navigation Panel Buttons.’ Click on the bookmark icon on the far left side of the screen to display the bookmarks. The name of each individual document automatically appears as a bookmark. Right-click on a bookmark to re-name it. Note that bookmarks can be dragged and rearranged, but this does not change the order of the actual pages in document.
- The main bookmarks should match the sections of the [Sample Dossier](#) shown in the *FAS Appointment and Promotion Handbook*:
  - Case Statement
  - Authorization Letter
  - CV and Statements
  - Teaching Materials
  - External Evaluations
  - Publication Information
  - Citation Information
- If the dossier will not contain any materials in a section, omit the bookmark. (For example, if the candidate is in a field that does not use citations and the department is not submitting citation counts, do not include the ‘Citation Information’ tab or bookmark.)
- Insert and arrange sub-bookmarks as appropriate. With the bookmarks displayed, there is an icon at the top of the bookmark section to create a new bookmark and type in a name for the new bookmark. For example, in the ‘CV and Statements’ section, you would have ‘CV and Statements’ as the primary bookmark, and then you might have three sub-bookmarks: ‘CV,’ ‘Teaching statement,’ and ‘Research statement.’ If you insert a new bookmark, right-click on it to ‘Set New Destination,’ or where in the dossier you want that bookmark to bring a reader to when he or she clicks on it.
- To create a sub-bookmark, drag a bookmark to its primary bookmark. Watch for the dotted gray line that you’re moving to be indented: this means the bookmark you’re dragging will become a sub-bookmark and be indented under the primary bookmark. You can create as many layers of bookmarks as you need to.
- In some cases you’ll have two bookmarks that lead to the same page in the dossier. For example, in the ‘CV and Statements’ section, you would have the primary bookmark, ‘CV and Statements,’ bring you to the first page of that section, page one of the CV. You then would have a sub-bookmark called ‘CV,’ which also would bring you to the first page of the CV.

- While all dossiers should follow the requirements as listed in the Dossier Checklist in the *FAS Appointment and Promotion Handbook*, actual contents may vary slightly from dossier to dossier. If you have documents that need to be in the dossier that are not explicitly listed in the *Handbook* (e.g., appendices to the case statement), include them in the appropriate place and make a corresponding bookmark that leads to that document.
- As described in the *Handbook* (see the ‘Additional Materials’ section of the Dossier Checklist), the combined PDF should contain all components of the dossier, except publications and reviews, teaching evaluations, and *ad hoc* committee information, which would be submitted separately.
- Once you are finished with the document, click the ‘Document’ menu and choose ‘Reduce File Size’ and make compatible with ‘Acrobat 7.0 and later.’ (In Acrobat 10.0 Pro, select the ‘File’ menu, choose ‘Save As,’ then ‘Reduced File Size.’ The ‘Reduce File Size’ screen will appear. In the ‘Reduce File Size’ screen, select ‘Acrobat 7.0 and later’ and press the ‘OK’ button.)
- To insert a document after a combined PDF has been created, first go to the place in the dossier where you want the additional document to be added. Click ‘Document’ on the top toolbar and choose ‘Insert Pages,’ then ‘From File.’ Choose the file to insert, then decide whether you want the new file to go before or after the page you are viewing. (In Acrobat 10.0 Pro, click the ‘Insert Page From Another File’ icon. The ‘Select File to Insert’ page will appear. Select the file you wish to insert and press the ‘Select’ button. The ‘Insert Pages’ screen will appear. Choose the location for insertion and the scope of pages to insert. Click the ‘OK’ button.)
- To remove a file, with the bookmarks open, right-click on the bookmark or thumbnail on the left that you wish to delete and choose ‘Delete Page(s).’ Note that this deletes the entire document (i.e., the entire case statement would be deleted if you removed it this way).

### **To securely send the completed dossier:**

FAS users should go to <https://fta.fas.harvard.edu/> to send the dossier to one or more recipients by Accellion secure file transfer. SEAS users should go to <https://fta.cadm.harvard.edu/courier/web/1000@/wmLogin.html?> for secure file transfer.

### **Naming conventions and sample bookmark structure:**

The following naming conventions are intended to be guides to help dossiers be consistent across departments and divisions.

#### **Naming the Dossier File:**

- The file name of the electronic tenure dossier should contain alpha-numeric characters only (no dashes, commas, slashes, etc.).

- Please name the file as follows: [Last Name] [First Name] [Department Name] tenure dossier [numerical Month, Date, and Year of dossier submission: XX YY ZZ]. E.g., Smith John Psychology tenure dossier 1 4 15.
- If a dossier is revised and resubmitted, please repeat the original title, followed by “rev” and [Month of resubmission] [Date of resubmission] [Year of resubmission]. E.g., Smith John Psychology tenure dossier 1 4 15 rev 1 15 15.

### Sample Bookmark Names and Bookmark Structure:

Below is a sample of what the bookmarks for a tenure dossier might look like. (Please note this is not meant to give guidance about the number of syllabi, evaluations, etc., to include in a dossier.) Dossier components will vary by appointment type; consult the *FAS Appointment and Promotion Handbook* for specific dossier requirements.

#### **Case Statement**

- Case statement
- Case statement appendix (describe)
- Department vote by name (if it’s a separate doc from the case statement, for example)

#### **Authorization Letter**

- Authorization letter
- Re-authorization letter (if the search continued into a second year, for example)

#### **CV and Statements**

- CV
- Teaching statement
- Research statement

#### **Teaching Materials**

- Teaching chart
- Teaching awards
- List of theses supervised (if not included in CV, for example)
- Representative course syllabi
  - Syllabus – 2014 spring – course title
  - Syllabus – 2014 spring – course title
  - Syllabus – 2013 fall – course title
  - Syllabus – 2013 spring – course title
  - Syllabus – 2012 fall – course title
  - Syllabus – 2012 fall – course title
  - Syllabus – 2012 spring – course title
  - Syllabus – 2012 spring – course title

#### **External Evaluations**

- Initial inquiry letter/email (if applicable)
- Blind letter or tenure review letter
- List of external evaluators
- External letters
  - Letter – Last name, first name
  - Letter – Last name, first name
  - Letter – Last name, first name

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Decline – Last name, first name

### **Publications**

List of publications (or in art-making fields, list of significant creative works)  
List of significant reviews of candidate’s publications (in book fields) or of creative works (in art-making fields)

### **Citation information**

Citation table: candidate and comparands  
Citation count: nominee’s publications

Teaching evaluations (both summary and individual evaluations) should be saved as a separate PDF. Following is a sample bookmark structure and naming conventions for the teaching evaluations document.

### **Teaching Evaluations**

Eval – 2014 spring – course title – summary  
Eval – 2014 spring – course title – individual evals  
Eval – 2014 spring – course title – summary  
Eval – 2014 spring – course title – individual evals  
Eval – 2013 fall – course title – summary  
Eval – 2013 fall – course title – individual evals  
Eval – 2013 spring – course title – summary  
Eval – 2013 spring – course title – individual evals  
Eval – 2012 fall – course title – summary  
Eval – 2012 fall – course title – individual evals  
Eval – 2012 spring – course title – summary  
Eval – 2012 spring – course title – individual evals  
Eval – 2013 fall – course title

### **For Support:**

For technology support, contact Harvard University IT at 617-495-7777 or [ithelp@harvard.edu](mailto:ithelp@harvard.edu).

For assistance with tenure reviews, searches, and dossiers, contact the following Assistant Deans:

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