

**COUNCIL ON ACADEMIC PERSONNEL (CAP)
FREQUENTLY ASKED QUESTIONS (FAQS)**

Revised November 1, 2008

20. What are common mistakes or tactical errors made in dossier preparation?

- The department does not appear to have examined the work at first hand and fails to provide full and independent analysis of the candidate's contribution.
- External letters (which CAP reviewers do carefully read for themselves) are quoted at length in lieu of independent departmental analysis and evaluation of the work of the faculty member.
- The department parrots the candidate's self-statement.
- The department does not explain such things as the candidate's contribution in collaborative work or assess it independently.
- The department does not indicate the quality of the publishing media or performance venues.
- The department does not describe the actual effort and effectiveness of the teaching or the actual quality and effort that goes into university and professional service.
- The department fails to identify clearly what work has been accomplished within the specific review period.
- The department fails to address shortcomings that are obvious in other parts of the dossier, or to clarify exceptional circumstances.
- The department selects outside referees whose opinion carries less weight than that of professors at our peer universities.
- The department "counts beans" rather than isolating and focusing on the significant matters, the original and important discoveries, the exceptional contribution to teaching, the influence of the work on others, and laborious and effective service.