



## MEMORANDUM

DATE: April 5, 2007

TO: Joe Doaks  
Assistant Professor of Marketing

FROM: Doug MacLachlan, Chairman

SUBJECT: Annual Faculty Conference

On March 28 we met to discuss your performance and progress, the emphasis that the Department places on teaching, research and service, and your contributions relative to the direction and needs of the Department. This memo addresses those issues and summarizes the main points of our discussion.

An assistant professor's primary responsibility is in the areas of teaching and research, but some service is also expected. You began teaching at the University of Washington in autumn of 2003. You are currently in your fourth year here. We are aiming at the 2008-09 year for a promotion decision.

Teaching performance is a significant factor both in merit and in promotion decisions. You have been teaching primarily Marketing 3xx and 5xx, which are important courses in our undergraduate and graduate curriculum, respectively. Your student ratings are quite good and the Department faculty and I feel your course materials are appropriate and that you are providing your students with rigorous and intellectually stimulating coursework. I have personally observed your teaching and believe you teach with skill and enthusiasm. Your dedication to substantive content and effective delivery, combined with your knowledge and talents, is likely to result in continued teaching success.

Research is assessed in merit evaluation, and a solid record of research productivity is a necessary condition for promotion. You currently have three publications in top tier journals and several papers in various stages of review by similar quality journals. As you know, your research is evaluated on the basis of the contribution you are making to the field. You should anticipate that, in order to obtain tenure, you will need at least five publications or unconditional acceptances in top-ranked journals; and five may not be enough, depending on the publications themselves. For journal publications, the faculty's perception of your contribution is based on the journal in which the paper is published, on our own faculty's reading and assessment of the paper, and on your relative contribution to the paper if there is more than one author.

Although service is less important for assistant professors, willingness to do service and doing it effectively helps the School and Department decide whether you will continue to be a good citizen of our organization. Last year you did excellent work doing xxx and this was appreciated very much by the Department.

You have pursued your teaching and research with enthusiasm and long hours. You have also attended seminars, presented your research both here and at conferences, participated in other Department activities, and have been a wonderful colleague. We are very fortunate to have you as a member of our faculty.

I will be glad to talk further with you if you have comments or questions.

CC: Associate Dean Tom Lee