

Tenure & Promotion

Policies and Procedures at Western Michigan University

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Tenure & Promotion Workshop

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Statement of Principle

art. 17.1

- In awarding **tenure** to a faculty member, the University expresses its commitment to **assuring academic freedom** and to **recognizing and rewarding professional achievement**.
 - In accepting tenure, **the faculty member expresses a commitment to enhancing the University programs and the academic quality of the institution**.
 - In recognition of these commitments ..., **it is essential that tenure review be thorough, fair, and based on clearly articulated criteria and standards**.
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Documents used in the review process

Documents sent from the Office of the Provost:

- Checklist for the tenure or promotion process
- Review cover sheet for recommendations

Documents prepared by the candidate:

- Comprehensive file (portfolio)
- Abbreviated file

Departments used to created the abbreviated file that either accompanies the comprehensive file when forwarded to the dean's office for review or is all that is sent to the dean's office for review (this varies by college and dean preference).

More recently, faculty members have expressed interest in creating their own abbreviated file. Consult with department chair and committee chair for guidance.

Applicable sections of the Western / WMU-AAUP Agreement

- Article 16 – Evaluation of Professional Competence
- Article 17 – Tenure Policy and Procedures
- Article 18 – Promotion Policy and Procedures
- Article 23 – Relevant regarding any mandatory department policies on tenure and/or promotion
- Appendix E – External Review Process



Evaluation of Professional Competence

- **Student ratings should not be the sole source of information about teaching effectiveness.** It is the faculty member's responsibility to provide additional evidence of competence. (16.3.1; 17.3.1; 18.3.1)
 - Bargaining unit faculty members may choose to include student comments in adjunctive files submitted for performance reviews. If the faculty member does submit comments, the full data set (e.g., **all comments submitted for that course or course section**) shall be provided. (16.4.3.2)
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On Teaching Observations:

At least one observation per year by a faculty colleague or administrator. The candidate and his/her chair shall determine who the observer shall be, **by mutual agreement**.

If they are unable to reach agreement, the department tenure committee shall work with the candidate and the chair to facilitate the process. If after facilitation there is still no agreement, the matter will be referred to the Director of Academic Labor Relations and the Chapter's Contract Administrator.

The observer may be a department colleague, the department chair, or a faculty member or administrator from other WMU unit. The date shall be determined **by mutual agreement** between the candidate and the chair. There shall be no unscheduled observations.

After the first three (3) years, the faculty member and his/her chair may determine, **by mutual agreement**, that no further observations shall be necessary.

No required observations once a faculty member has been awarded tenure.
(see arts. 16.3.3.1 and 16.3.3.2)

Evaluation of Professional Recognition

- In all fields, research, publication, and/or evidence of creative work are considered valuable. The publication of scholarly books, monographs, and articles constitute the most usual output that should be recognized.
- In the areas of literature and the fine and performing arts, creative artistic production is also a primary vehicle for professional recognition.
- In many fields, working with schools, providing consultation for external agencies, serving as a research consultant for colleagues and advanced graduate students, and preparing scholarly projects are appropriate bases for recognition.
- In addition, holding office in national, regional, and state professional associations and contributing papers or services to such organizations constitute professional recognition. The preparation of proposals and/or acquisition of externally funded grants constitute a form of recognition.

(see arts. 17.3.2 and 18.3.2)

Evaluation of Professional Service

The knowledge and skills of the faculty constitute a resource to the community, region, state, and nation in the name of the University. Faculty service to academic units, colleges, the Faculty Senate, the University, and the Chapter provides these skills and abilities for professional and academic accreditation, and University governance and planning.

Professionally relevant service in any of these venues, **both inside and outside of the institution**, shall be an important consideration for granting tenure and promotion. (17.3.3; 18.3.3)

Tenure & Promotion Recommendations

- Tenure reviews are cumulative. Each subsequent review committee must consider the recommendations of earlier committees.
 - Only tenured department faculty members shall be eligible to participate in the review of candidates for tenure, and in the development and rendering of the department tenure recommendations.
 - Each tenure recommendation, including a substantiated narrative, shall explicitly state whether it is a positive or negative recommendation in the case of the final tenure award or one of four possible recommendations (**positive, positive with conditions, negative with conditions, negative**) for continued probationary status. (17.6.3)
 - Faculty members **at or above the rank sought by the candidate** shall have the right and responsibility to make negative and positive recommendations for promotion of colleagues. Each promotion committee shall explicitly state whether it is a **positive or a negative** recommendation, with substantiating narrative. (18.6.3)
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Art. 18.3.7

In the promotion review process, these terms are presented, from high to low:

outstanding – substantial – significant – satisfactory – unsatisfactory

For promotion to full professor, a faculty member must have:

- (a) achieved **outstanding** professional recognition and a **significant** record of professional competence; or
 - (b) achieved **outstanding** success in professional competence and gained **substantial** professional recognition; or
 - (c) gained **substantial** professional recognition, a **satisfactory** record of professional competence, and rendered **significant** professional service.
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Role of the Department Policy Statement:

- Creates roadmap for probationary faculty and candidates for promotion.
 - Specific criteria to guide both the candidate and the faculty making recommendations
 - Consulted by the chair, the College Promotion Committee, the dean and the provost. The relevant section moves forward with your portfolio.
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Putting Together your Portfolio

- Begin early
- Create folders for research, teaching and service
- Place documents and notes in them throughout each year

- For traditionally-ranked faculty:
 - Professional Recognition
 - Professional Competence
 - Professional Service

- For faculty Specialists:
 - Professional Competence
 - Professional Service



Instructional Portfolio (art. 16.3.2):

The faculty member is advised to develop a portfolio of teaching materials, which may include:

- Information about class size and level
 - Number of undergraduate and/or graduate student advisees
 - Student learning objectives and outcomes
 - Syllabi or course outlines,
 - Lecture notes, assignments, and other materials used in courses
 - Materials that demonstrate student learning
 - Pertinent information about student performance
 - Presentations at instructional conferences
 - Professional development workshops
 - Other evidence of the development of teaching skills
 - Additional information about course content, goals and methodologies
 - Summarized student and peer evaluations
 - materials representing out-of-class instructional work
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...your Portfolio

- Review your work with a senior member of your department; ask for help regarding what materials go in what sections.
- Small department? Consider asking someone in a related discipline to review things with you.
- Familiarize yourself with criteria/expectations in the Western/WMU-AAUP Agreement and your department's policy statements on tenure and promotion.

...your Portfolio

- Use a 3-ring binder and section dividers.
- Include a Table of Contents.
- Work on your personal narrative:
 - Summarize your work in the three (or two) areas.
 - Frame a research and/or teaching agenda/vision.
 - As possible, link research, teaching, and service.

This document is critically important!

...your Portfolio

- Check with Dean's Office on expectations for both portfolio and abbreviated file.
- **Allow time to put it all together.**
- Include printed copies of articles; if published, include reprints that confirm publication; if accepted, include evidence from publisher/editor.
- Turn in portfolio **by the deadline** listed in the Western/WMU-AAUP Agreement. (17.10; 18.11)

The Abbreviated File:

- 1) Cover sheet (part of the packet sent out to departments)
- 2) Checklist (for chairs, directors and deans)

- 3) Letter from the Dean for current review
- 4) Letter from the Chair/Director for current review

- 5) Letter from the Department Tenure or Promotion Committee for current review
- 6) Copies of all DTC, DPC, Chair/Director, CPC and Dean letters from previous reviews
- 7) Focused personal statement (narrative)
- 8) Up-to-date CV
- 9) Documentation:
 - ___ a. Summary of student ratings (should be comprehensive)
 - ___ b. Copy of student rating forms (ICES forms and, if applicable, pre-ICES forms and CIES forms)
 - ___ c. Other material (e.g., student comments; materials addressing conditions from previous reviews; letters of recognition/awards; notification of grants/contracts)

Miscellaneous things to know

- External review can be called by the candidate, the department chair, or the department tenure/promotion committee (17.5 and 18.5). See also your DPS!
 - Deadline to call for this review is listed in the Agreement, around February 15.
 - Early tenure or promotion review: the faculty member must notify department chair in writing no later than February 1 of preceding year.
 - Stopping the Tenure Clock: see art. 17.2.4.2
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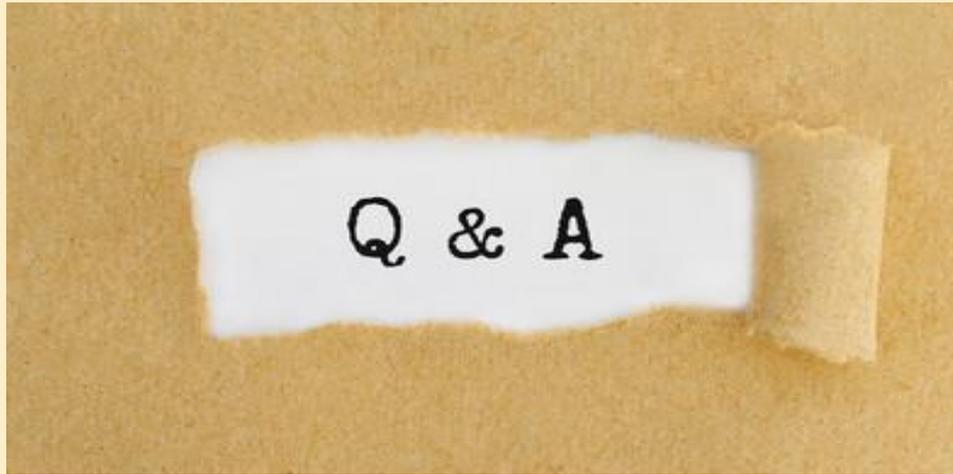
...things to know

- During the review process, a faculty member may add relevant materials to the portfolio. (11.3)
 - Know the deadlines in the Agreement; know when to expect letters at all levels and when you can appeal a recommendation. (17.10 and 18.11)
 - Appeals must be in writing, and the turnaround times are tight. To facilitate the appeal, be clear about what it is that you are appealing in the recommendation. (17.6.9 and 18.6.10)
 - Joint appointments: the Agreement has language on the role of both departments. (17.6.4 and 18.6.4)
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Considering an Appeal?



- The goal is for appeals to stay within the level of review. For example, the Dean should not know that you went through an appeal with your chairperson, but should only receive the final letter resulting from that level of review.
 - **Exception:** If you are not satisfied with the outcome of an appeal, you can request that your written appeal move forward.
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