

# Tenure & Promotion

## Policies and Procedures at Western Michigan University

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**&**

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# *Tenure and Promotion Workshop*

*Statement of Principle*

*Resources that Provide Guidance [Admin; DPS]*

*Applicable Sections of the WMU-AAUP Contract*

*Documents Used in the Review Process*

*Evaluation Process & Criteria [candidate and reviewers]*

*Putting Together Your Portfolio & Abbreviated File*

*Miscellaneous and Additional Items*

*COVID-Related Issues and Concerns*

*Appeals*

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# *Statement of Principle*

## *Article 17.1*

“The common good depends upon the free search for truth and its free exposition”

1940 AAUP Statement of Principles on Academic Freedom and Tenure

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- “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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# Resources to Consult

(1) *WMU Academic Labor Relations*

<https://wmich.edu/academic-labor-relations/tenure>

(2) *WMU-AAUP Contractual Agreement, especially Articles 16, 17 and 18; Supporting documents posted at <http://wmuaaup.org> .*

(3) *Department colleagues and Department Policy Statement*

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# *Key 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



# *Documents used in the Review Process*

## **Documents at the Office of the Provost/ALR:**

- Checklist for the tenure/promotion process: received by chair; used by committee
- Review cover sheet for recommendations: NOT FOR CANDIDATE

## **Documents prepared by the candidate:**

- Comprehensive file (portfolio)
- Abbreviated file

“Departments used to create 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.”

# Areas Being Evaluated

## **For Traditionally-Ranked Faculty:**

Professional Recognition (e.g., research)

Professional Competence (teaching)

Professional Service

## **For Faculty Specialists:**

Professional Competence

Professional Service

NOTE: Professional conduct standards (Article 21) *may* be considered in evaluating these three performance areas.

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# *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. (Articles 16.3.1; 17.3.1; 18.3.1)
  - **Additional Detail:** Can describe the types of classes being taught, upper level versus intro; class size; average scores in department if available; describe teaching assignments per semester – how many different courses; how many times taught a specific course; new course development; GenEd/WES courses; participation in instructional development workshops.
  - Bargaining unit faculty members may choose to include student comments. 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. (Article 16.4.3.2)
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# *Tenure: 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**. See Contract for how to handle if have trouble reaching this agreement.
  - \* 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. 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. There are no **required observations once a faculty member has been awarded tenure**.
  - \* **Potential Covid Disruption to these Annual Reviews:** What if missed a year? Not disqualifying. Also, not too late to have a review this year. Fully asynchronous review can be “guided tour” of E-Learning course/syllabus. Explain in narrative. (Articles 16.3.3.1; 16.3.3.2)
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# *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. Can include *grant applications* and awards.
- 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.
- **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 Articles 17.3.2 and 18.3.2)


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# *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. (Articles 17.3.3; 18.3.3)

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# *Tenure & Promotion Review*

- **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. (Article 17.6.3) **One of these four tenure recommendations must be stated clearly near the top of the tenure review letter.**
  - 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. (Article 18.6.3)
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# For Tenure Decisions:

“Each department must, in the DPS, develop and make known to its members the department criteria for the application and relative importance of the University standards in the three areas of performance.”

## Article 18.3.7

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

*outstanding – substantial – significant – satisfactory – unsatisfactory*

“A faculty member whose major achievement is outstanding achievement as a teacher may be promoted to assistant or associate professor. Similarly, a faculty member whose primary responsibility is other than teaching who achieves outstanding success in his/her primary non-teaching capacity may be promoted to assistant or associate professor. A *competent* faculty member whose major achievement is outstanding professional recognition may be promoted to assistant or associate professor.”

[note strange language]

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# *Promotion Criteria to Full Professor*

**For promotion to full professor, a faculty member must have (Article 18.3.7):**

- (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*

- **Informs both the candidate for promotion and/or tenure, and the colleagues who are evaluating the candidate.**
  - Creates roadmap for probationary faculty and candidates for tenure and 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.
  - Strongly advised to look at the DPS sooner rather than later!
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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 (or collect corresponding soft copies, url links, etc.)
- Online submission is permitted: See next slide
  
- **For traditionally-ranked faculty:**
  - Professional Recognition
  - Professional Competence
  - Professional Service
  
- **For faculty Specialists:**
  - Professional Competence
  - Professional Service





# Resources for Electronic Promotion/Tenure Files

NOTE: Candidates for promotion/tenure may choose how to submit their documents (electronic or hard copy). If the candidate chooses to submit electronically, the submission may use a “regular” pdf document or could use Adobe Acrobat Pro as described in the video and handout below. It is best to include the entire portfolio in this electronic submission, although it *may* be acceptable to reference specific items with url links as appropriate. See your DPS and senior colleagues for further guidance on this issue..

(1) 10 minute video [how to use Adobe Acrobat Pro to create an electronic portfolio] and PDF handout.

Video: <https://wmich.mediasite.com/Mediasite/Play/111f047c321b4b6383e5ca97a83e8e841d>

Handout: [https://drive.google.com/file/d/1qGrzxTsb68Mn9IKAERL\\_1uXEIKa0vsfG/view?usp=sharing](https://drive.google.com/file/d/1qGrzxTsb68Mn9IKAERL_1uXEIKa0vsfG/view?usp=sharing)

(2) Department chair can create a folder in One Drive for this purpose. Electronic submissions are due by 5pm on the Contractual due date.

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# *Further detail on Constructing 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.
- 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. (Articles 17.10; 18.11)

# *Preparing Your Personal Narrative*

- 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.

## **SELL YOURSELF!**

**This document is critically important! Explain anything unique to your field. For example, for multiple-authored publications, are authors listed alphabetically or by order of importance of contribution? For some, order of names does not imply any information about importance of contribution. Don't assume anything.**

# *The Abbreviated File:*

**Candidate has right and obligation to prepare own 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 complete)
  - \_\_\_ 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 Items*

- External review can be called by the candidate, the department chair, or the department tenure/promotion committee (Articles 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 Article 17.2.4.2
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# *Additional Items*

- During the review process, a faculty member may add relevant materials to the portfolio. (Article 11.3)
  - If you wish to update your portfolio, please reach out to Jean Kimmel ([jkimmel@wmuaaup.org](mailto:jkimmel@wmuaaup.org)) and/or Nancy Mansberger ([nancy.mansberger@wmich.edu](mailto:nancy.mansberger@wmich.edu)) as soon as possible.
  - **Know the deadlines in the Agreement;** know when to expect letters at all levels and when you can appeal a recommendation. (Articles 17.10 and 18.11)
  - Read your review letters carefully, at each stage. Don't hesitate to appeal factual errors.
  - **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. (Articles 17.6.4 and 18.6.4)
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# Additional Items

(1) Tenure and Promotion Time Line Under New Contractual Agreement:

[https://wmich.edu/sites/default/files/attachments/u510/2021/Tenure\\_Promotion\\_Sabbatical\\_Calendar\\_2021-22\\_0.pdf](https://wmich.edu/sites/default/files/attachments/u510/2021/Tenure_Promotion_Sabbatical_Calendar_2021-22_0.pdf)

(2) Checklist to include in file: See WMU Academic Labor Relations; click on Tenure and promotion; new link for new checklist is forthcoming.

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# COVID-Related Issues and Concerns

***Informal COVID Impact Statement:*** Can include, if desired, as a section in the narrative.

*It may be possible, in a brief and clever way, to reference increased caregiving responsibilities. For example, one may write in the narrative something along the lines of: “I accomplished much of this productivity during the year 2020-2021, all while under the constant supervision of my two year-old and seven year-old.”*

***Expanded Teaching Portfolio:*** More time devoted to course preparation for online instruction. Represents an increased workload devoted to teaching.

*Example: Maybe candidate prepared courses to be in-person and online to accommodate those unable to attend class.*

***Impact on research:*** If accepted for a conference to present a paper but the conference was cancelled, can include this as an acceptance but not a presentation.

***Impact on service:*** Possible reduction/increase; change in nature.

*For those evaluating – No “common rubric” for how to incorporate Covid issues. Impact has been broad, has affected how long it takes a submitted manuscript to get reviewed, for example*

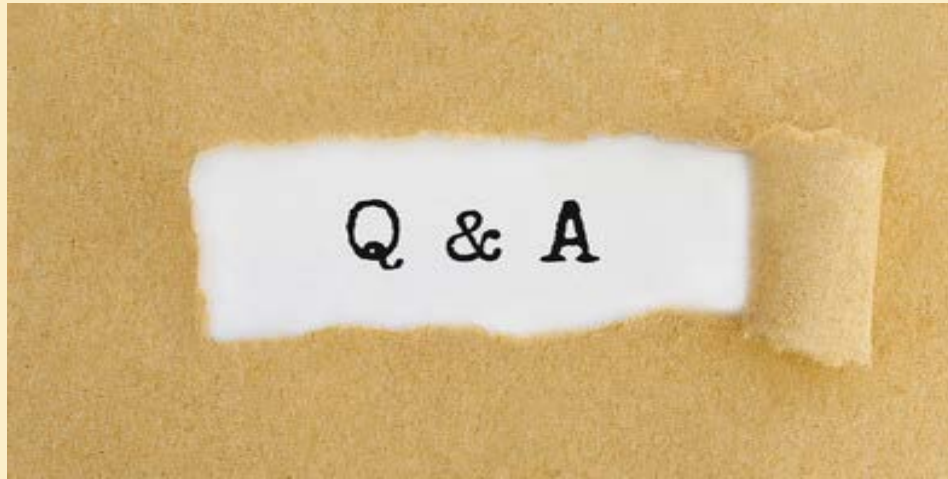
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# *Considering an Appeal?*



- 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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