Guide to Instructional Academic Staff (IAS) Promotion
Revised 2013
(see note in Appendix B regarding delayed implementation
of the change in required semesters of experience)

1. INTRODUCTION

The Guide to Instructional Academic Staff (IAS) Promotion is intended to be a practical resource to the University's promotion policies and their implementation. Promotion of IAS is an important matter for eligible IAS, their respective colleges, departments, and the University community as a whole. Promotion is a significant career achievement and is an important way that academic departments, the colleges, and the University recognize and reward IAS accomplishments and contributions. To ensure fairness, much time and effort have been expended on devising the rules and procedures that govern promotion. Moreover, additional time and effort is expended by IAS in preparing their promotion files and by their departments, their deans, and the Promotion Committee (IASPC) in formulating promotion recommendations.

2. OVERVIEW

The IASPC realizes that it is not required that IAS excel equally in all areas of teaching, professional development/creative activity/scholarship (PD/CA/Sch) and Service. A successful candidate for promotion will have, along with evidence of good teaching, a solid record of PD/CA/Sch and/or service
   1.   Promotion from Associate Lecturer to Lecturer AND Clinical Assistant Professor to Clinical Associate Professor depends upon clear demonstration of strong teaching and a growing record of PD/CA/Sch and/or Service. At this level, the IASPC is looking for evidence of effective classroom instruction and a pattern of PD/CA/Sch and/or Service that lays a coherent basis for continued growth.
   2.   Promotion from Lecturer to Senior Lecturer AND Clinical Associate Professor to Clinical Professor depends upon demonstrating a sustained record of accomplishment in teaching, a mature program of PD/CA/Sch and/or a leadership role in service within the university community.

 As indicated in the Rules and Procedures of the IAS Promotion Committee, candidates are not deliberately compared to one another for purposes of evaluation. The IASPC, to the best of its ability, attempts to judge each candidate individually on the basis of the evidence provided in the promotion file and votes on whether or not to recommend that individual to the Provost for promotion. Therefore, the candidate must assume the responsibility for presenting the IASPC with the

evidence and some criteria for interpreting that evidence.

Some IAS who are eligible for promotion may be unsure of whether their record of teaching, PD/CS/Sch, and/or service is sufficient to meet the criteria of the IASPC. Others may be confident that their efforts warrant a promotion, but may be unclear as to how to construct an effective promotion file. Such IAS members are advised to seek the counsel of department chairs, senior colleagues in their respective departments, IAS and/or faculty from other departments, and their respective deans. For the benefit of IAS who are beginning the task of preparing a promotion file, the Provost/Vice Chancellor's office has available for their review on their website a few lpromotion files from IAS who were recently promoted and faculty who were recently promoted
http://www.uwlax.edu/provost/academics/IAS_Samples/iasportfolios.html and
http://www.uwlax.edu/provost/academics/promotion_sample/portfolios.html .

3. IAS PROMOTION POLICIES AND PROCEDURES

Promotion policies and procedures are complex, and a thorough understanding of the policies requires an appreciation of the UW System's hierarchy of IAS personnel rules. All policies on the recruitment, appointment, evaluation, retention, promotion, layoff, and dismissal of IAS are contained in one or more of the following sources of rules, procedures, and bylaws.

- **The Rules of the Board of Regents (a part of the Wisconsin Administrative Code):** The rules, which are approved solely by the Board, provide the legal basis for all personnel policies in the hierarchy. The rules are usually referred to as the UWS Personnel Rules and designated numerically by Chapter and Section.
- **The Supplementary UWL Personnel Rules:** The supplementary rules, which augment the UWS Personnel Rules, are designated numerically to be consistent with the UWS. The supplementary rules may be revised by joint action of the Faculty Senate and the Chancellor. They require UW System Board of Regents' approval.
- **The Faculty Senate Bylaws:** The Senate Bylaws provide the basic organizational structure, rules, policies, and procedures that define the **faculty's role in University governance. Bylaws seldom contain specific personnel rules, but the promotion policies are an exception. Amendments to the bylaws require a reading of the proposed amendment at a Senate meeting and approval by two-thirds of the Senate. (**faculty here refers to all teaching faculty – ranked faculty and instructional academic staff)
- **Instructional Academic Staff Policies and Procedures:** The academic staff personnel policies, which may be revised by majority action of the Faculty Senate, provide greater specificity regarding the implementation of UWL Personnel Rules.
- **Departmental Bylaws and Policies:** The Academic Staff Personnel Policies and Procedures leave much specificity, especially evaluation criteria and standards, to individual departments.

Where do policies and procedures regarding promotion of IAS fit in this hierarchy?

- Unclassified Personnel Guideline (UPG) 4.06 states "The title structure for academic staff in instructional, research and professional title categories is designed to offer career progression to academic staff commensurate with achievement of additional experience and satisfactory performance."
- The Supplementary UWL Personnel Rules contain no specific policies regarding IAS promotion.
- The Faculty Senate and the Chancellor therefore have primary responsibility for these policies.

The IAS Promotion Committee was created by Faculty Senate Bylaw I.P, which also specifies the composition and basic rules of operation (Appendix A contains the full text of the bylaw). In evaluating candidates for promotion, the members of the IAS Promotion Committee are required to use the general performance and achievement criteria specified in UW-L's IAS Personnel Policies and Procedures. (Appendix B contains the criteria). The criteria specify minimum standards of educational preparation

and experience and describe levels and kinds of achievements expected of each of the series title ranks, as well as general University policies regarding notification and appeals. Each department, in consultation with the appropriate dean, is to have developed criteria for the evaluation of IAS for the purpose of promotion. The criteria must be stated in writing and address teaching, professional development/creative activity/scholarship and/or professional and public service, and contributions to the University. The degree of involvement in PD/CA/Sch and/or service activities varies among departments; therefore, each department, with the approval of the appropriate dean, shall formulate a definition of professional development/creative activity/scholarship and/or service activity that is to be included.

Faculty Senate Bylaw I.P also requires that the IAS Promotion Committee create guidelines for submission of departmental criteria and other data submitted on behalf of promotion candidates. The IASPC is also required to establish rules and procedures of operation and subsequently publicize the rules and procedures prior to the submission of candidate applications. (Appendix C contains the full text of the rules and procedures adopted for the next academic year.)

4. IAS PROMOTION CRITERIA: DESCRIPTIONS, EXPECTATIONS, AND EVALUATION

As required by the Instructional Academic Staff Personnel Policies and Procedures, all candidates for promotion will be judged on "teaching, professional development/creative activity/scholarship, and/or service."

   a. Commonly, professional and public service and contribution to the University are combined into a single category referred to as "service."
   b. The evaluation criteria employed for teaching, PD/CA/Sch and/or service and the relative weighting of each area vary, sometimes significantly, from department to department and may vary among members of the IASPC.
   c. In general, activity conducted by the candidate prior to joining the teaching faculty at UW-L may be given less weight than activity conducted since becoming a UW-L IAS member. Candidates should provide evidence in relevant areas for their time at UW-L.
   d. Any IAS member who is eligible for promotion and considering creating a promotion file should begin by obtaining his or her department's written criteria and seeking advice and counsel from department chair, senior IAS and faculty and Dean. Of course, a positive recommendation from a candidate's department is only the first step to achieving promotion.
   e. Promotion is a privilege based upon qualifications exceeding established minimal criteria and is recommended by an informed collective peer judgment.
   f. All candidates should understand clearly that eligibility status and departmental and college recommendation does not assure or imply that a promotion will be made.
   g. Senate Bylaw I.P requires that members of the IASPC also judge each promotion candidate on his or her teaching and PD/CA/Sch and/or service.

The following sections are intended to be a guide to the factors that are likely to inform the collective judgment of the IASPC in each of the categories of teaching, PD/CA/Sch and/or service.

5. IAS PROMOTION REPORT FORMAT AND INSTRUCTIONS

The IAS Promotion Report is the joint responsibility of the candidate and the IAS Promotion Committee in the candidate's department. Information included in both reports should come from the date of last promotion at UW-La Crosse or a previous institution. Candidates seeking a first promotion should clearly identify materials completed after appointment at UW-L. The candidate submits the report electronically to the department. The department submits the candidate's electronic report and the departmental electronic report to the college dean. The IASPC annually publishes a calendar that includes submission dates and decision dates.

The promotion report consists of three sections: one from the candidate, one from the department and one from the college dean. Appendix D provides detailed instructions regarding the steps involved in producing the electronic portfolio required for promotion.

5.1 Candidate's Report

5.1.1 **Candidate's Narrative Statement** The narrative statement describes the candidate's accomplishments in teaching, professional development/creative activity/scholarship (PD/CA/Sch) and/or service. The candidate may write up to 7 pages total in one narrative document for teaching PD/CA/Sch and/or service (singled-spaced, minimum 12 point font one side only). A general guideline is 3 pages for teaching, 2 pages for PD/CA/Sch, and 2 pages for service. The narrative should present information in descending order of importance, with dates, rather than chronological order. The most outstanding achievements should be highlighted. A special effort should be taken to emphasize the value and quality of the work, not merely the quantity. Do not duplicate items. If an activity could be included in more than one area, place it in the most appropriate area. Lists should be used rather than narrative paragraphs whenever that would be more efficient. There are numerous areas where both the Candidate's report and Department IAS Promotion Committee report may appropriately comment on the same information. In general the Candidate's report should present this information in the context of the candidate's goals and teaching standards.

The IAS member completes a Position Description and an annual Individual Development Plan (IDP) (or departmental equivalent) with his/her department chair. These documents serve to determine the percentage of time allotted for teaching, PD/CA/Sch and/or service, and the nature of the activities that will be conducted in that year. Only the most recent IDP will be included in the candidate's promotion report. In the event that a candidate's responsibilities have changed significantly during the period being reviewed, the candidate should address this in the narrative statement.

5.1.1.1 **Teaching** Teaching includes a broad array of activities that take place both inside and outside the classroom, laboratory, and studio. There is no universally accepted definition of good teaching, but the primary aim of all teaching is to stimulate, promote, and advance student learning and educational development. The quality of teaching should be measured by the success of the instructor in securing the interest, effort, and progress of students toward this aim.

Expectations. UW-La Crosse enjoys a long and proud tradition of offering quality instruction throughout the institution. To maintain this tradition, the IASPC expects that candidates for promotion will be good teachers and will provide multiple sources of evidence about their teaching effectiveness. Evidence of quality teaching and clinical/laboratory or librarianship work is a necessary condition for promotion; poor teaching skills and lack of effectiveness cannot be offset by superior achievements in PD/CA/Sch and/or service. IAS members who have reduced classroom-teaching loads or whose primary responsibility is clinical/laboratory or librarianship work will be evaluated using the same criteria as that used for those whose primary responsibility is classroom teaching.

Evidence. The IASPC expects that candidates will present evidence of teaching quality from three distinct sources.
1. Self-assessment of teaching.
2. Peer evaluation of teaching.
3. Student evaluation of instruction.

The candidate should provide clear, concise, and specific material demonstrating high quality teaching. While there is no prescribed structure to this section of the report, the portfolio should present evidence from the sources listed below.

Teaching Evaluation Provide information (other than SEI scores) about the effectiveness of your teaching or other instruction related activities. This will include

1. A discussion of teaching philosophy and personal growth.
2. A discussion of course expectations (what do you expect students to learn and do).
3. A description of your approach to grading and evaluation.
4. A description of methods you use to measure your teaching effectiveness.
5. Your responses to assessment outcomes.

Candidates must provide representative samples of course syllabi. Syllabi with student learning outcomes are highly encouraged. In addition, a candidate might provide in a linked appendix such items as reading lists, student assignments, and similar teaching materials. If included, this section should provide appropriate explanations. Without accompanying explanation, such materials are difficult for IASPC members to assess and may carry little weight in determining quality or effectiveness.

Teaching Development   Include only the most important activities that have had a significant effect on your teaching. Examples of such activities might include:
- Improvements in teaching techniques.
- Participation in workshops, institutes, seminars, graduate courses, or participation in professional organizations or attendance at professional meetings.
- Research as preparation for teaching.
- Development of new course and units.
- Preparation of curriculum materials such as workbooks and textbooks.
- Visiting scholar or artist.

Teaching Assignment   While statistical information will be included in another section, the candidate should also address:
- Identification of any areas of unique expertise and their value to the department.
- Details about your duties that are different from classroom teaching (coaching, directing, advising, administering, offering independent studies or other courses with individual instruction patterns, directing student research projects, etc.).

The IASPC takes into consideration students' overall evaluation of instructional performance. The IASPC has available the candidate's student evaluation of instruction (SEI) scores for the most recent six (6) semesters of instruction. Although additional student generated information is not necessary, some candidates choose to provide written comments from students on their teaching ability. If a candidate elects to provide additional evidence of students' opinion on teaching, a candidate should provide a typewritten transcript of all student comments that were received. Providing only selected student comments is likely to be viewed by the IASPC as potentially biased, and substantially discounted.

5.1.1.2. Professional Development/Creative Activity/Scholarship   Professional development/creative activity/scholarship (PD/CA/Sch) is a broad category. The degree of involvement in professional development/creative activity/scholarship and/or Service activities differs significantly based on departmental expectation as indicated in the candidate's IDP. Professional Development includes those activities engaged in that improve the IAS knowledge, teaching, or service to the university. Although UW-La Crosse teaching faculty have not adopted a standardized definition, scholarship is generally viewed by the CPC as well-defined activities which use professional expertise to discover, apply, or use knowledge. Scholarly and creative activity may be further characterized as those activities having value to an academic discipline, using methods appropriate to one or more disciplines, and having been subjected to external peer review. Examples of scholarly activity include: basic and applied research, new applications of existing knowledge, integration of knowledge, creative endeavors and the development and/or analysis of pedagogical methods.

Expectations   The IASPC expects that successful candidates for promotion have a record of ongoing Professional Development/Creative Activity/Scholarship **and/or** Service. The IASPC recognizes that the nature of PD/CA/Sch and/or Service activity varies considerably among disciplines, and so does not demand that all such activities fit the same mold. Although the IASPC will look to departmental

definitions of PD/CA/Sch for guidance, there is an expectation that the evidence of a candidate's PD/CA/Sch program will meet the general description of PD/CA/Sch activity described above. Those who participate in scholarship are expected to provide evidence that external peer review has judged it to be of value. When scholarship is collaborative (with students or colleagues) the nature of the candidate's involvement should be indicated and its contribution to the candidate's on-going program of scholarship discussed. The IASPC focuses on the quality and not necessarily the quantity of PD/CA/Sch activity in an attempt to judge the PD/CA/Sch activity of a candidate's overall record.

Evidence   The evidentiary material provided to the IASPC may vary considerably from candidate to candidate, even within the same discipline, depending to a large extent on the type of PD/CA/Sch and/or Service program that the candidate has chosen to pursue. The IASPC focuses on the quality and not the quantity of the professional development/creative activity/scholarship. The narrative description will include the activities in this category and their relationship to the IDP. Evidence of attendance at workshops, continuing education, and coursework, etc. is expected but it is not sufficient; therefore, the narrative description should indicate how these activities have furthered the IAS growth and the contributions made to the department.

Professional Development   Professional development activities are required in order that an IAS member remains current in his/her discipline. These activities may also be required for certification and/or accreditation – either for the individual instructor or for an entire program/department/college.

Professional development activities may include, but are not limited to those activities that can be shown to relate to the IAS teaching or service responsibilities:
- Participation in workshops, institutes, seminars, graduate courses, or participation in professional organizations or attendance at professional meetings.
- Literature review.
- Formal coursework.
- Participation in continuing education.
- Mentoring.
- In-service training.
- Clinical and/or practitioner experience.
- Professional certification.

Creative Activity   Individuals in such disciplines as art, music, theatre, literature, and dance frequently engage in creative endeavors for their scholarly activities.   Such creative activity may include:
- Exhibitions of paintings.
- Drawings.
- Sculptures or ceramics.
- Publication or performances of instrumental or vocal compositions.
- Publication of novels, short stories, plays, essays, or poetry.
- Interpretative recitals or performances.
- Production of stage plays or dance choreography.

Evidence of the quality of creative works is usually indicated through appropriate publication. Published reviews by peers, critics, panels of judges, or other juries usually determine the quality of exhibitions and performances. In addition, quality is suggested when the professional offer of employment resulted from the quality of the IAS member's work.

Scholarship   Scholarship refers to any creative endeavor that results in original contributions to one's discipline, is reviewed by one's peers and whose results are widely distributed. While scholarship is not required for the majority of IAS, it is a requirement in some departments. Scholarship activities may include, but are not limited to:
- Basic and applied research.
- New applications of existing knowledge.
- Integration of knowledge.
- Grant writing.

- Presentations at professional conferences.
- Publications in books, journals and reviews.
- Translation and interpretation.
- Pedagogical research or scholarship of teaching and learning (SoTL).
- Creative endeavors.
- Supervising student research projects.

The evidentiary material provided to the IASPC may vary considerably from candidate to candidate, even within the same discipline, depending to a large extent on the type of scholarship program that the candidate has chosen to pursue.

If a promotion candidate has elected to pursue a scholarly program of original research, in which the activities are intended to advance basic knowledge (or the application of knowledge) within a discipline, the primary evidence of success would consist of articles published in scholarly-refereed journals, monographs published by recognized academic publishers and presentations at national or regional professional conferences. In this situation, the candidate should prove as much evidence as possible regarding the selection process used for publications or presentations, such as acceptance percentages, impact factors, and the refereeing or judging process. In the cases of multiple authorship, the candidate should provide evidence of the role he or she played in the creation of the work.

In contrast, some scholarship has a more integrative function within a discipline. In this case, evidence would consist of textbooks, publications and presentations that overview recent research, published book reviews or abstracts for periodicals, funded grants as well as compiling and editing anthologies. Although such activities are not subject to external peer review in the same manner as original research, a board of editors or a similar panel of judges verifies the value of these activities and the candidate should provide appropriate information about the review process.

Other activities of an ongoing program of original research that are likely to strengthen the candidate's file include grant writing activities, receipt of funding to support research programs and giving invited addresses at professional conferences.

In general, articles submitted for publication, but not yet accepted; monographs published at the author's expense; and presentations before on-campus or general audiences are not considered evidence of successful external peer review of original research.

Some individuals' scholarly work focuses on using their professional expertise to solve problems. For inclusion in the Scholarship category, the applied research should result in a finished product that has been externally reviewed

Applied research or applied scholarship may include:
- Writing software that makes existing knowledge and procedures available to colleagues.
- Conducting a program assessment for an external organization.
- Conducting an oral history project for the community.

As with a program of original research, one source of evidence about the quality of this work may be refereed journal articles, scholarly monographs, and conference presentations. It may also be possible to demonstrate the quality of the work through some form of review by the primary audience or beneficiaries of the work as well as external peer review by experts in the field.

Pedagogical research or the scholarship of teaching is another form of scholarly activity. Given the teaching emphasis of UW-La Crosse, some IAS may focus on studying or experimenting with ways to improve students' learning. A candidate for promotion who submits this kind of work as part of the record of scholarship should provided the CPC with evidence that the methods are well defined and documented, that the student learning outcomes have been properly assessed, that the results have been analyzed and compared to those using standard teaching methods of the discipline when that is feasible, and that the methods have been subjected to appropriate external peer review. Publication of

articles on innovative teaching methods in journals and presentations at national or regional conferences frequently provides the evidence of external peer review.

Other examples of pedagogical scholarship include assessment activities to measure and improve student learning in academic programs. The product of the assessment should be a report or article that can be reviewed by external peers.

Pedagogical scholarship is not to be confused with normal elements of good teaching such as course preparation, revision, or development unless the additional elements of documentation, assessment, analysis, and external peer reviews are also present.

5.1.1.3 Service   Service by a candidate for promotion is the fulfillment of his or her professional responsibilities, including educational responsibilities outside the classroom, active participation in professional organizations, committee work or other assignments within his or her department and/or the University, and activities that benefit the community at large. Each department defines service activities appropriate to the particular discipline. The degree of involvement in professional development/creative activity/scholarship **and/or** Service activities differs significantly based on departmental expectation as indicated in the candidate's IDP.

Expectations   The IASPC expects that any candidate recommended for promotion by a department has satisfied his or her educational responsibilities within that department. The IASPC also expects that a successful candidate for promotion will provide evidence of any additional service activities for the department, college, University, discipline, or community. The IASPC expects that successful candidates for promotion have a record of ongoing Professional Development/Creative Activity/Scholarship **and/or** Service. The CPC recognizes that the nature of PD/CA/Sch and/or Service activity varies considerably among disciplines, and so does not demand that all such activities fit the same mold.

Evidence. The list of service activities that a candidate might include in his/her promotion report is almost endless. Service activities tend to fall into three categories—Professional Service, University Service and Community Service. Professional service involves the use of professional expertise in a service activity that may be internal or external to the University. Examples of professional service include
   •   Advising students.
   •   Making an active contribution to a professional society.
   •   Organization of lecture series, institutes, workshops etc.
   •   Administration of grants.
   •   Provision of in-service training.
   •   Consulting and advising.
   •   Providing lectures or workshops.
   •   Assisting colleagues with research design and statistical analysis.
   •   Serving as a peer reviewer for articles or grant proposals.
   •   Evaluating a program for an external agency.

The candidate should explain how professional expertise is essential to the success and quality of the activity and outcome. For example, an individual who organizes a professional conference may be involved in the development of the topics and themes, selection of presentation proposals, and reviewing and editing a collection of conference proceedings. Work of this kind depends upon professional expertise, makes a contribution to the field and can be judged by peers.

Similarly, consulting with governmental, charitable, or health agencies or area business groups or corporations and analyzing public policy or proposed legislation for the media are other examples of professional service. The candidate should present a clear case that the activity depends upon professional expertise and demonstrate the success or quality of the work through some type of agency assessment and external peer review..

University service includes activities such as doing department, college, and University committee work; serving as a Faculty Senator; advising student organizations; and graduate student research committees.

Evidence that service activities have been particularly valuable to the discipline, University or the community serves to strengthen a promotion recommendation. Performance of community services unrelated to the candidate's discipline is certainly worthwhile and reflects well on the University, but such community service is usually not given as much weight by the IASPC in making promotion recommendations.

5.1.2   **Candidate's Activities Report**   Following the instructions provided in Appendix D, candidate's activities report will be extracted from the material entered into the electronic portfolio system.

5.1.3 Appendices (Links) regarding evidence of teaching, professional development/creative activity/scholarship, and/or service Each candidate may provide appendices (links) regarding evidence of teaching, professional development/creative activity/scholarship, and/or service. Candidates should be aware that IASPC members rely on the department and experts in the field to provide judgment regarding the quality of the materials included. Although evidence of teaching, PD/CA/Sch and/or service is reviewed, they are not the primary source of information for IASPC members. The primary role of the linked appendices is to provide the department and dean with the information needed to make their determinations. IASPC members vary in their review of linked appendices. IASPC members tend to refer to appendices for clarification or verification of arguments made by the candidate or the department. Appendices should be referenced in the primary materials and IASPC members should be guided by the candidate in terms of the importance and/or intent of an appendix. Candidates are not to exceed 10 links of evidence appropriate to each area (teaching, PD/CA/Sch, and service).   For teaching, the 10 links are in addition to links to syllabi. Links to appendices/evidence should be ordered according to importance and follow the guidelines provided in Appendix D.

5.1.3   **Instructional Academic Staff with reassigned time** In reference to any period of time for which the IAS member has received reassigned time, an IAS member with reassigned time to fulfill a position outside the expectations of a standard IAS member (e.g., director of a center or program. Laboratory coordinator, etc.) must provide two related documents in their promotion report:
1.   One or more letters from their supervisor(s) (e.g., department chair, Dean, etc.) that outlines their job description with respect to each reassigned time appoint
2.   Documentation that illustrates their level of success in the role fulfilled by the appointment, such as performance reviews or other data that show how the aims of the appointment are being met. The candidate is responsible for uploading these documents in their promotion report.

5.2. Departmental Materials

5.2.1 Department IAS Promotion Committee Report   This section of the report justifies the departmental promotion committee's decision that, in the context of the department's policy and the recognized standards of the discipline, the candidate's record warrants promotion. This section consists of separate statements on teaching, PD/CA/Sch and/or service. The vote of the committee is reported on the transmittal and signature form, signed by all members of the committee,.   The scanned PDF of the transmittal and signature form is uploaded and appended to the departmental promotion committee report. The transmittal and signature form template is available on the Human Resources Promotion webpage at http://uwlax.edu/hr/current/Career-Development/Career_Progression/TransPage.pdf and a sample can be found in Appendix E. Once the deadline for the transmittal of the portfolio to the Dean's office has passed, the portfolio is closed and cannot be modified.

5.2.1.1 Teaching   A candidate's departmental colleagues are in the best position to make accurate judgments as to the quality of instruction in that discipline. The IASPC assumes that a candidate recommended for promotion by a department is regarded as a good teacher within that department. Nonetheless, the IASPC asks the department to evaluate the quality of teaching both in terms of content and method and to provide specific evidence in support of the candidate's success in securing student interest, effort, and progress.

Examples of such evidence include reports of classroom observation by tenured faculty or senior IAS, comparative results on common or standardized tests, outcomes of departmental assessment activities, and performances or exhibitions by the candidate's students. Simple testimony that a candidate is believed to be a good teacher, whether from the department chair, chair of the department's IAS promotion committee, or a mentor, is likely to be greatly discounted without specific corroborating evidence. Classroom visit reports on their own carry less weight than an analysis of the reports that places the observations in context and draws appropriate conclusions. Reports or letters, resulting from classroom visits, may be included by the candidate as part of their portfolio.

This section should put SEI information into context by including, for example: (1) an explanation of how the candidate's SEI scores compare to others in the department, (2) a comparison of SEI scores for a course with those of department members who teach the same course, (3) an interpretation of the candidate's SEI scores in general and for specific courses, and (4) an explanation of any trends in those scores.

5.2.1.2 Professional Development, Creative Activity and/or Scholarship   This section should include a statement on the significance of the professional development, creative activity or scholarship within the discipline and the department.   The statement should put this contribution in context of the amount of time devoted to professional development, creative activity and/or scholarship on the IAS Individual Development Plan (or departmental equivalent).

If the IAS has participated in professional development activities, this section should describe the quality of these activities and how these activities have made a contribution to the advancing the IAS' program and/or department. The committee should discuss how the IAS professional development activities were evaluated.

If the IAS produced creative activity, the committee should discuss how these creative activities are evaluated by the discipline as well as accepted standards for documenting and reporting the results of creative efforts

If the IAS produced scholarship, this section should discuss the contributions this scholarship has made to the discipline, program, and/or department in relationship to the department's definition of scholarship. Acceptance rates for publications should be discussed where this bears on the quality of the scholarship. In cases of multiple authorship, the promotion committee should address the candidate's role in the performance and reporting of the scholarship.

5.2.1.3 Service   This section of the report should address the quality of service activities and their value to the department, college, university, and profession. Where service is external to the university this section should discuss the role of the candidate's professional expertise in the success of the service activity.

5.2.2. OPTIONAL: Department Chair's Recommendation Letter
This letter is optional. However, in departments whose bylaws do not include a process for IAS promotion, it shall be the responsibility of the department chair to provide the required letter of support. If provided it should summarize the candidate's major accomplishments and include additional comments the department chair may wish to make, i.e., beyond what is contained in the IAS promotion committee report.

5.2.3. Statistical Information
This section reflects statistical information on the candidate and is conveyed via the department chair. This includes SEI and merit information. Sample forms are included at the end of this document.

5.2.3.1 SEI Information.   The department provides the SEI average (across sections) and ranking for the candidate along with departmental data (such as ranges and averages) for each of the past six semesters.

Note: Library IAS need not provide SEI information. However, it is expected that library IAS will provide

systematic analyses of student learning from their teaching-related activities when applicable.

5.2.3.2 Merit Information. The department provides the merit ranking (or categorization) for the candidate along with departmental data (such as ranges and averages). In addition, the department briefly describes the merit evaluation procedure used by the department. If applicable, the relative weighting of teaching, PD/CA/Sch and/or service used in the merit process are included. Any weighting for determining merit scores is explained. If the department does not conduct merit review of IAS, then the method that the department uses for annual review of IAS should be included in this section.

5.2.4 Department's Statement on IAS Professional Development/Creative Activity/Scholarly Activity

5.2.5 Transmittal and Signature Form from the Department (scanned with original sent to the Dean)

5.3 Dean's Materials

5.3.1 Dean's Letter
The dean submits a document with a signed declarative statement such as "I agree with the recommendation of the department." If the Dean's recommendation is at variance with the department recommendation, the document should explain the reasons for the Dean's dissenting opinion.

APPENDICES (available on the IAS Promotion website)

Appendix A   **Faculty Senate Bylaws for the IAS Promotion Committee**
Appendix B   **Title Series, Rank and Promotion Guidelines**
Appendix C   **IAS Promotion Committee Rules and Procedures**
Appendix D   **Instructions for preparing the electronic portfolio**
Appendix E   **IAS Promotion Forms prepared by Department**

APPENDIX A

FACULTY SENATE BY-LAW FOR IAS PROMOTION COMMITTEE

O. The Instructional Academic Staff Promotion Committee (IASPC) (Added 2011)

Duties and responsibilities of the committee shall include reviewing promotion files subject to the following rules of operation:

1. The committee members shall use the general performance and achievement criteria that are described in the "General Policies, Procedures and Criteria for Instructional Academic Staff Promotion" (the most current version of which is posted on the IAS website http://www.uwlax.edu/facultysenate/committees/ias/pages/Promotion.html). In addition to teaching, the criteria include service and/or professional development, creative activity, or scholarship. The committee shall provide guidelines for the submission of departmental criteria and other data supporting candidacy for promotion. Following the establishment of rules and procedures and prior to submission of candidate applications, the IAS Liaison shall hold a meeting for eligible candidates to describe the promotion process. The Instructional Academic Staff Promotion Committee, via the IAS Liaison, shall publicize this meeting in the *Campus Connection*.

2. The members shall give fair and full consideration to all relevant materials that are presented on the candidate's behalf. A written unpublished record of the deliberations shall be maintained. The unpublished records shall be destroyed at termination of the committee year or after resolution of all appeals.

3. Within seven days of the committee's decision on a candidate for promotion, the chairperson of the committee shall communicate the decision in writing to the candidate and to the appropriate department chairperson. A candidate who is not recommended for promotion shall receive the reasons for the negative decision as part of this written notification.

4. Within 7 days of receiving the written reasons for a negative decision, the candidate may, by writing to the Instructional Academic Staff Promotion Committee chair, appeal the committee recommendation. An appeal review shall take place within 14 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The burden of proof in such an appeal shall be on the IAS member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:
    a. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
    b. Factors proscribed by applicable state or federal law regarding fair employment practices, or
    c. Improper consideration of qualifications for progression. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a IAS member in question if material prejudice resulted because of any of the following:
        i. The procedures required by rules of the faculty or board were not followed, or
        ii. Available data bearing materially on the quality of performance were not considered, or
        iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

    Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days.

5. The committee shall provide the provost a list of those recommended and not recommended for

promotion, and the results of any appeals. Separate lists shall be provided for each series title.

Membership of the committee shall consist of 7 members of the faculty selected by the Faculty Senate to be representative of the colleges/divisions and should include at least one representative from each college. These members shall be IAS at the Senior Lecturer or Clinical Professor level (or higher) or tenured ranked faculty at the Associate Professor level (or higher), with the ultimate goal of IAS holding the majority membership of this committee.

APPENDIX B

TITLE SERIES, RANK AND PROMOTION GUIDELINES

A. Minimum Educational Preparation, Experience, Years in Rank and Achievement for Promotion Eligibility for Instructional Academic Staff Title Series at UW-L.

Note: This revision reflects a change in the requirements for total semesters of experience and semesters at UWL. As approved by Faculty Senate on 5/9/13 this changed eligibility requirement will be delayed until the fall of 2014.

Lecturer OR Clinical Associate Professor

- Earned advanced degree and, if required by the specific program/department, documented certification or license.

- To be eligible for the rank of lecturer OR clinical associate professor the IAS member should have a minimum of ten (10) semesters of teaching or other appropriate experience.

- A minimum of six (6) semesters completed in rank as an associate lecturer OR assistant clinical professor at University of Wisconsin-La Crosse shall be required for eligibility for promotion to lecturer OR clinical associate professor.

- IAS member who is well respected within the department for excellence in teaching and who has taken an active role in improving the level of instruction in the department. IAS member who has taken an active role in service to the department with an established PD/CA/Sch program and/or participates in university and professional service.

Senior Lecturer OR Clinical Professor

- Earned advanced degree and, if required by the specific program/department, documented certification or license.

- To be eligible for the rank of senior lecturer OR clinical professor the IAS member should have a minimum of twenty (20) semesters of teaching or other appropriate experience.

- A minimum of four (4) semesters completed in rank as a lecturer OR clinical associate professor at University of Wisconsin-La Crosse shall be required for eligibility for promotion to senior lecturer OR clinical professor.

- IAS member who is well respected within the department for sustained excellence in teaching and who has taken a leadership role in enhancing the curriculum in the department. IAS member with a sustained role in departmental service with a sustained PD/CA/Sch program and/or sustained service to the university and profession. IAS member has taken on leadership roles at the department, university and/or professional level.

Notes:

1. Minimum standards and guidelines governing rank and promotion for instructional academic staff members are prescribed by the Board of Regents and by the Provost, with advice from the Faculty Senate.

2. Non-Discrimination Clause. Race, national origin, sex, age, handicap, religion, creed, and political views will not be considered pertinent factors in the formulation of recommendations for promotions.

3. Evaluation Criteria. Evaluation of IAS members for promotion purposes shall be based on the standards and guidelines adopted by the Board of Regents and by the La Crosse Faculty Senate. (See following pages) .

4. Promotion Criteria. Promotion is not automatic when requirements for minimum experience and training are met. The individual IAS member is responsible for informing the appropriate university officer of any newly completed graduate study that might affect his/her educational preparation and promotion eligibility.

5. Education and experience as well as other requirements must be fully met prior to formulation of recommendations for promotion.

6. The minimum time in higher education teaching experience refers to situations regarding "X" semesters teaching in higher education or other appropriate experience. It is understood that this refers to 100% appointments only at other four-year higher education institutions. This will be negotiated between the Dean and the IAS at time of first appointment and recorded on the initial Personal Action Form (PAF).

7. IAS who are not employed at UW-L for a period of 4 consecutive semesters do not continue to bank UW-L teaching semesters and previously banked UW-L teaching service is forfeited. At the time of any future re-hire, these forfeited years could be negotiated as part of the minimum time in higher education teaching experience for accrual and title determination.

8. Individuals with dual appointments in separate departments will have uniform titles across departments. This will require departmental collaboration (similar to faculty promotion) when reviewing promotion applications.

B. Policies for IAS Promotion.

A. Requirements for Determining Eligibility for Promotion in Addition to Minimum Standards.

1. The current academic year is not countable as experience toward eligibility requirements.

2. For promotion tracking and eligibility purposes only, individual IAS will accrue one semester of UW-L teaching for each semester of employment (regardless of FTE). Summer and Winter Term teaching does not count toward accrual.

3. **Exclusions:** UW-L specifically excludes those IAS holding the following Instructional Titles from this process:

- visiting professor
- retired faculty annuitants
- new faculty ABD
- professor emeritus
- professor of military science
- adjunct professor
- professor L/I\
- visiting lecturer
- extension lecturer
- faculty assistant
- faculty associate

- instrumentation innovator-instruction
- lab manager

Note: Lab managers are not included as they are non-instructional academic staff positions. Lecturer and clinical professor titles may teach labs, but would not ordinarily perform the duties of lab managers.

4. In order to be eligible for promotion, individuals must have been employed at UW-L during the academic year immediately prior to that in which promotion application is being made.

B. Additional Policies.

1. Promotion is a privilege based upon qualifications exceeding established minimal criteria and is recommended by an informed collective peer judgment. All concerned should understand clearly that eligibility status and departmental or office recommendation for promotion does not assure or imply that recommended promotion will be made.

   The minimum time in higher education teaching experience and time in title at UW-L merely represents the necessary experience needed for eligibility for consideration. Promotion decisions will be based solely on the evidence of effective teaching and additional accomplishments at UW-L deemed appropriate for a higher title.

2. Promotion shall be considered effective July 1 following their announcement by the Provost. These actions will precede salary adjustment actions for the following academic year, at which time progressed IAS members shall be grouped with those in their recommended ranks

   If promotion is approved, $1,000 will be added to that individual's base salary at the beginning of the next academic year. In the case of individuals whose base salary does not meet or exceed the UWS minimum salary (UPG #4) for the new title, his/her base salary shall be brought up to equal the UWS minimum salary for the new title with the $1,000 promotion salary bump being added to that new base salary.

3. It should be noted that promotion is not tied to contract length and vice versa. Deans have the discretion in recommending multi-year contracts, but will consider long-term programmatic needs and IAS individuals in the higher titles first when requesting multi-year or renewable contracts.

C. Procedure and Promotion.

1. Notification of Eligible Instructional Academic Staff.
   a. Before the end of the spring semester, lists of IAS members who are eligible for promotion the following year are distributed to department chairpersons (and equivalents) and their deans by Human Resources on behalf of the Provost. Rules and procedures shall also be distributed. IAS will receive an email notifying them to check with their chairs as to their eligibility for promotion. This announcement shall also contain instructions on whom to contact if the IAS member is not shown as eligible but believes he/she may, in fact, be eligible. Finally, the URL regarding the website containing the most current rules and procedures regarding promotion will be included as a component of the announcement.
   b. During the second week of classes in the Fall semester, Human Resources, on behalf of the Provost, shall resend the email to IAS noted in #1 above.

2. IAS Promotion Deadlines:

First Friday of December	Promotion Portfolio with Departmental Materials due to Deans from Department Chairs
First Friday of January	Promotion Portfolio due to the Provost Office for review

	by IAS Promotion Committee
July 1 of Following Academic Year	New Title takes Effect

D. Departmental Procedures for Promotion.

1. Each department may develop written criteria for promotion eligibility which are more demanding than university minimum standards as indicated in UW-L and/or UW System policy. These departmental criteria must be a component of departmental by-laws and filed with the appropriate dean.

2. Each department, in consultation with the appropriate dean, shall develop criteria for judging the performance of its IAS members as they pertain to the formulation of a recommendation for promotion.

   a. The composition of the Departmental IAS Promotion Committee shall be defined.
   b. The criteria must address themselves to teaching, PD/CA/Sch and/or service (professional and public service and contribution to the University). Each department, in consultation with its dean, shall develop a departmental definition of professional development, creative activity and scholarship and determine the relative importance of each of these categories.
   c. The criteria shall be documented in the departmental bylaws, filed with the appropriate dean, and be made available to all IAS department members.

3. Each department shall develop procedures for promotion consideration and recommendation. These procedures shall be filed with the appropriate dean and shall include the following:

   a. An IAS member, who meets minimum university and departmental requirements for promotion eligibility shall be given written notice, by the department chairperson, of eligibility. The promotion candidate shall be made aware of existing university guidelines on promotion, and shall be informed of departmental rules and regulations on promotion procedures. The candidate shall be given at least a 20-day notice of departmental review for promotion consideration, shall be informed of the State Open Meeting Law, and shall have the opportunity to present written material in support of promotion.
   b. A department may recommend to the dean for promotion an otherwise non-eligible IAS member. The department shall rarely recommend such exceptions. Such exceptions shall occur only under very special circumstances. The department shall provide in writing fully documented reasons. Candidates applying as exceptions who do not receive departmental endorsement, shall not have access to the appeal process.
   c. The promotion consideration meeting shall include evaluation of oral and written materials submitted in support of the candidate and the result of the candidate's students and peer evaluations. Departments are not required to rank multiple candidates within the same rank. The committee shall formulate and record its reasons for recommendation or non-recommendation.
   d. For those candidates recommended by the department for progression, the department chairperson shall transmit, in writing, the recommendation and the reasons to the appropriate dean. A copy of the letter shall be provided to the candidate at least one day prior to the submission of the promotion file to the respective dean and within seven days of the department decision. The recommendation shall be accompanied by the result of student and peer evaluations and other appropriate supporting materials.
   e. When a candidate is not recommended by the department or unit, no further consideration shall occur nor shall the candidate's file be forwarded to the dean.

17

i. The promotion candidate shall be given written notification of the negative decision and written reasons for a negative decision within seven days.

ii. Within seven days of receiving the written reasons for a negative decision, the candidate may, by writing to the department chairperson, request reconsideration by the departmental committee that made the decision. The reconsideration review shall take place within 10 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The IAS member shall be allowed an opportunity to respond to the written reasons, to present written or oral evidence or arguments relevant to the decision, and/or to use witnesses. Reconsideration shall be non-adversarial in nature. The committee shall give fair and full consideration to all relevant materials. Written notice of the reconsideration decision shall be transmitted to the candidate within seven days. If a positive decision was made during reconsideration, this decision shall be forwarded to the dean within seven days. If a negative decision was made, no further consideration shall occur and the candidate's file shall not be forwarded to the dean.

iii. Each promotion candidate has the right to appeal a negative reconsideration decision in a grievance filed with the IAS Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02).

E. Responsibilities of the Dean.

1. The dean shall make promotion recommendations to the IAS Promotion Committee. This recommendation shall be in the form of a statement of support or non-support. A statement of non-support shall include reasons.

2. Within seven days of the dean's decision on a candidate for promotion, the dean shall communicate the decision in writing to the candidate and to the appropriate department chairperson. A candidate who was not recommended for promotion shall receive the reasons for the negative decision as part of this written notification.

3. Within seven days of receiving the written reasons for a negative decision, the candidate may, by writing to the dean, request reconsideration by the dean. The reconsideration review shall take place within 10 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The IAS member shall be allowed an opportunity to respond to the written reasons, to present written or oral evidence or arguments relevant to the decision, and/or to use witnesses. Reconsideration shall be non-adversarial in nature. The dean shall give fair and full consideration to all relevant materials. Written notice of the reconsideration decision shall be transmitted to the candidate and to the appropriate department chair within seven days.

4. Each promotion candidate has the right to appeal a negative reconsideration decision in a grievance filed with the IAS Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02).

5. The dean shall transmit department recommendations and materials for promotion along with his/her own recommendation statement to the IAS Promotion Committee.

F. **Responsibilities of the IAS Promotion Committee.**

1. This description may be found in Appendix C of this document.

G. Appeal of Negative Promotion Committee Appeals

Each promotion candidate has the right to appeal a negative IAS Promotion Committee appeal decision in a grievance filed with the Complaints, Grievances, Appeals, and Academic Freedom Committee. Rules and procedures for filing a grievance are specified in UWS 13.02, UWL 13.02 and UWL 6.02. The Complaints, Grievances, Appeals, and Academic Freedom Committee shall forward its recommendation to the Provost (see UWL 6.02). (See Appendix A.)

H. Responsibilities of the Provost.

1. Within 21 days of receiving the IAS Promotion Committee's recommendation on a candidate for promotion, the provost shall communicate his/her decision in writing to the candidate, the appropriate department chair, the IAS Promotion Committee chair and the Office of Human Resources.
2. Within seven days of receiving the provost's written decision, a promotion candidate who was denied promotion by the provost, but recommended for promotion by the IAS Promotion Committee, may request from the provost written reasons for the denial. The provost shall provide the written reasons within seven days of the request.
3. There is no provision for appeal of the provost's decision.

--ENDNOTES--

Department: Wherever "department" is used "or office" is also to be understood along with reference to its administrative supervisor at appropriate places in the pargraphs.

Professional Development/Creative Activity/Scholarship (PD/CA/Sch): Professional Development/Creative Activity/Scholarship can vary from department to department. Each department, with the approval of the appropriate dean, shall formulate definitions of Professional Development/Creative Activity/Scholarship activities for IAS. These definitions shall be forwarded with the promotion material of each candidate.

Professional Service: Professional service includes sharing professional expertise with the community or one's professional organizations.

APPENDIX C

IAS PROMOTION COMMITTEE RULES AND PROCEDURES

The IAS Promotion Committee via the IAS Liaison shall publicize the procedures that it employs annually in the *Campus Connection* prior to the submission deadline for promotion files.

General Principles

The IAS Promotion Committee is comprised of 7 IAS at the level of Senior Lecturer/Clinical Professor (or higher) or tenured faculty at the level of Associate Professor (or higher). The committee will elect its chair. The Office of the Provost shall provide support for the chair and coordinate all activities related to the promotion process.

Once the portfolio has been forwarded to the Dean, it is closed and cannot be modified. This does not, however, preclude clarification of material in the portfolio at the Discussion Meeting, Reconsideration Meeting and/or Appeal Meeting.

In order for a IASPC member to be eligible to vote on a candidate at the conclusion of any of the three meetings (Discussion, Reconsideration or Appeals), the IASPC member must be physically present at the meeting or participate in the meeting via conference call. IASPC members absent from any of these three meetings may not submit written statements about candidates under consideration.

Absolute confidentiality related to written or oral comments, preliminary evaluations, and voting summaries is to be maintained by every member of the IASPC.

The chair is the only spokesperson for actions of the IASPC.

Each IASPC member agrees to respect a diverse, informed, and professional subjectivity on the part of all other members of the IASPC.

Each IASPC member submits the following feedback:

- Preliminary Ratings: A set of ratings of the candidates (0-6) scale on the areas of teaching, PD/CA/Sch and/or service.

- Initial Ballot : "yes" or "no" votes to promote the candidates and reasons given for any "no" votes, completed after the discussion meeting.

- Reconsideration Ballot: "yes" or "no" votes to promote the candidates under reconsideration and reasons given for any "no" votes, completed after the reconsideration meeting.

- Appeal Ballot: "yes" or"no" votes to promote the candidates under appeal and reasons given for any "no" votes, completed after the appeals meeting.

Preliminary Ratings of Candidates

Prior to the Discussion Meeting, each IASPC member is expected to review the portfolio of each candidate and to complete and submit Preliminary Ratings. Each CPC member shall evaluate each candidate on a scale of 0 – 6 in each of the categories of teaching, professional development/creative activities/scholarship and/or service. The scale may be interpreted as follows:

6 "highly qualified"

5
4
3 "qualified"
2
1
0   "not qualified"

Summary results of the preliminary evaluation will be shared with IASCPC members at the Discussion Meeting

Discussion Meeting

The IASPC will conduct business with at least 6 members present.

Separate discussions will be held for each of the series titles – first for candidates at the Lecturer and Clinical Associate Professor level, then for candidates at the Senior Lecturer and Clinical Professor level..

Initial Ballot

Following the Discussion Meeting, each IASPC member will complete an initial ballot. On that form, members will vote yes or no for each candidate and will provide reasons for any "no" votes. The vote will be submitted electronically. Although members' names are associated with their ballots, this information is used only for the Provost's Office and committee chair to track who has voted. It is not shared with the committee or candidates. A 2/3 positive vote by those eligible (see above) shall be required for a recommendation for promotion.

Reconsideration Meeting

All candidates receiving less than a two-thirds positive vote will be reconsidered at the Reconsideration Meeting, which will consist of a discussion of each candidate being reconsidered. A voting summary of all candidates being reconsidered will be shared with the IASPC members prior to the beginning of the meeting.

Reconsideration Ballots will be available to IASPC members electronically after the meeting. Each member will vote yes or no for each candidate and will provide reasons for any "no" votes. These ballots will be submitted to the IASPC Chair by the indicated date. A two-thirds positive vote will result in a recommendation for promotion.

Notification of Candidates

Letters to all candidates will be sent out 7 days after results of the Reconsideration Ballots are determined. Letters to candidates not recommended for promotion will contain reasons for this recommendation as well as the committee's vote on the candidate's application. These letters will be posted to the secure D2L site for review by the appropriate dean prior to being sent.

At the request of the unsuccessful candidate, the chair (and only the chair) shall meet with the candidate to discuss the reasons for the negative decision.

Appeals

Within 7 days of receiving the written reasons for a negative decision, the candidate may, by writing to

the IAS Promotion Committee chair, appeal the IAS Promotion Committee recommendation. An appeal review shall take place within 14 days of the filing date. The IAS member shall be given at least 7 days notice of such review.

Appeals shall be in writing. Candidates are responsible for making copies for each member of the IASPC. The appeals process is defined by the Faculty Senate Bylaws in Appendix A, which proscribes the grounds on which an appeal may be made. Note that the appeals process does not allow the inclusion of new materials either in the promotion portfolio or in the appeals document.

The IASPC will conduct business with at least 6 members present and a 2/3 positive vote by thee eligible to vote shall be required for a recommendation for promotion.

Appeal Ballots will be available electronically and due on the date/time established by the IASPC. On that ballot, each member will vote yes or no for each candidate and must provide reasons for any no votes.

Written notice of the results of the appeal shall be transmitted to the candidate and the appropriate department chair within 7 days.

Notification of Provost

The chair will forward to the Provost a list of all candidates recommended and not recommended for promotion, and the results of any appeals. Separate lists shall be provided for each rank and title series. That document will contain the voting outcome for each candidate.

APPENDIX D

INSTRUCTIONS FOR PREPARING THE ELECTRONIC PORTFOLIO

There are four steps involved in preparing an electronic portfolio for review by IASPC involving the *candidate*, the *department chair*, the *dean*, and the *Provost's office*. All portfolios submitted for review will be electronic.

THE CANDIDATE

The candidate's role is to create an electronic report for submission to his/her department and dean using the following guidelines and attending to the instructions and parameters included in the box below.

All* materials for progression will be electronic and entered into the Digital Measures electronic portfolio system. (* See "Large Items" exception in Guidelines BOX below) Eventually all IAS will have their activities entered using the fields (categories) specified by the electronic system. However, currently, the following guidelines are in place.
- Activities from a minimum of the past three (3) academic years (6 semesters) should be entered into the system. In addition, the system allows for IAS members to post a curriculum vita representing their work prior to the material entered into the system.

- If a curriculum vitae is included, headings should be included and information under each heading/subheading should be listed in chronological order, single-spaced, with the most recent year first.

Once the candidate has extracted his/her file following the guidelines provided in the box below, he/she will need to edit the file such that the evidence links for teaching, PD/CA/Sch and/or service are in order of importance and that the number of evidence links does not exceed 10 per area (see section 5.1.3 for further guidance). Candidates should make sure to remove any duplicate entries.

- Syllabi are not included in the count toward teaching. Candidates should make sure that for each course taught in the past six semesters there is only one of the most recent syllabi linked to the report.

- Any entries included with individual courses under Additional Information Regarding Pedagogy for this Course and Assessment of Teaching are not included on the promotion report. Therefore, if the candidate would like the IASPC to consider the information contained in these areas, it should be addressed in the narrative or in one of the evidentiary links.

The candidate forwards the file to the departmental IAS Promotion Committee (as defined by departmental bylaws). Departmental bylaws may indicate additional security or distribution methods.

The candidate may make changes to the portfolio only if the departmental committee recommends changes.

BOX: Guidelines for the inclusion of electronic materials for a promotion candidate's portfolio

These instructions are best understood by a candidate who is generally familiar with the Digital Measures electronic portfolio and most of these instructions would be best followed once logged into the system.

Logging In
Candidates log into the system by entering off the "faculty & staff" webpage off the UW-L homepage or via https://secure.uwlax.edu/digitalmeasures.

If needed, a candidate can request a password by clicking on the link at this page.

Entering Activities
Although it is recommended that candidates should enter activities into the system back to the date of their last promotion or date of hire at UW-L (whichever is most recent), all candidates must have at least 6 semesters of academic work entered into the system via the fields/categories available under "Your Activities." Candidates enter activities using the fields/categories provided. In addition, the candidate can upload (attach/store) files that can be used for promotion evidence. The preferred format for these files is PDF. The maximum size for any one file (in any format) linked to the promotion report is 10 MB. There are three primary places in the system where files should be attached for promotion.
1. Teaching:
     a. Syllabi should be uploaded under the "store file" function available for each class under "teaching schedule." Course numbers/names and enrollments are automatically entered.
     b. Teaching evidence should be uploaded under "assessment" – peer evaluations of teaching can be loaded under assessment or as teaching evidence under IAS Promotion Materials
2. Professional development/creative activity/scholarship evidence should be uploaded under faculty development, intellectual contributions, artistic activities, or presentations, or other appropriate fields. Each has a "store file" function for any independent entry an IAS member makes.
3. At the bottom of the "Your Activities" screen there is a component entitled "IAS Promotion Materials." This component is the proper place for any additional evidence not included under other activity categories. The electronic portfolio system allows for a candidate to enter a short descriptive text to be included with each uploaded form of evidence.

Narrative Statements
Candidates should save their narrative statements for teaching, professional development/creative activity/scholarship, and/or service and an optional CV (regarding work prior to UW-L or reflecting past work) in pdf format and load them into Digital Measures under the component entitled "IAS Promotion Materials" at the bottom of the "Your Activities" screen in the system.

Format of the Files
Materials reviewed by IASPC need to be identical to the materials reviewed by the department and dean. Therefore, the following guidelines should be followed.
- **Static materials:** Due to potential changes in web-based materials, static files (files that are permanent and temporally fixed) should be created for all electronic materials. For instance, if a copy of an article is available from the journal's website, the material should be saved to a file, and loaded into the electronic portfolio system. Or, a music file that is on a website should be captured in a smaller form for a sample to be included in the electronic portfolio format.
- **Dynamic web pages** are discouraged and should not be included in the IASPC submission. However, it is conceivable that certain items relating to the promotion file are unavoidably

contained at web sites that are dynamic (ones that have the potential or need to change over time). In these instances, either (1) a "snapshot" of the website should be saved for submission (creating a static view of the contents), or (2) when a static snapshot is not feasible, the candidate and/or the department should review the contents of the dynamic site and provide a review of the content and the review (not the site) is then submitted into the file. Password protected links are not allowed.

- **Large items***. In the rare case that the candidate believes that an electronic versions (text, mp3, jpg, etc) cannot capture the nature of his/her work. Reference to the material and a sample or portion of the project should be provided electronically and the candidate can also place the entire work in the Office of the Provost. For instance, a candidate who wishes to include a book should copy the title page, copyright, TOC and a sample chapter for an electronic appendix and provide the book to the Office of the Provost (if necessary).

Extracting the Electronic Portfolio.
The candidate selects " IAS Promotion Report" under run reports and sets dates to include the number of semesters for which the candidate has entered data (from the date of hire or from the date of last promotion – whichever is applicable). The candidate selects Word (*.doc not rtf) so that he/she can manipulate the file and can edit it, if needed, before and/or after departmental response. The candidate should check that all links are active. The candidate should transmit the final version in .html or PDF format to the department chair.

HELP?
Questions regarding practical information technology matters can be directed to the ITS help desk. Questions regarding the use of electronic portfolios (Digital Measures) should be directed to Cari Mathwig Ramseier.

THE DEPARTMENT CHAIR

1. Uploads the promotion materials (in PDF format) at the department level. The department IAS Promotion report should include the following attachments:
   a. Department IAS Promotion Committee letter.
   b. Department Chair letter (optional).
   c. Scanned version of the candidate's position description.
   d. Scanned version of the candidate's most recent IDP.
   e. Department's Statement on Professional Development, Creative Activity and Scholarly Activity
   f. Description of Department's SEI and Merit procedures.
   g. Scanned version of the Department Promotion Committee Transmittal & Signature Page.
   h. Statistical Information on the Candidate – SEI and merit rankings vis a vis the department.
2. Selects "IAS report-Departmental" under run report.
3. Double-checks that the report contains the appropriate elements from the correct dates. Any materials linked to this IAS Departmental Report (e.g., Department IAS Promotion Committee letter, IDP, etc.) should be attached in PDF format. The final IAS Departmental Report should then be saved as .html or PDF.
4. Forwards the departmental report, the candidate report and the original Department Promotion Committee Transmittal & Signature Page to the Dean (cc'd to candidate). The date of the email indicates the receipt of the portfolio.

THE DEAN

1. Uploads his/her statement of support.

2. Transmits this, along with candidate and departmental files, to the Office of the Provost with email

cc to candidate and department chair.

3. If the Dean does not support the candidate's application, he/she should provide reasons for lack of support and send an electronic copy of this statement to the candidate and department chair.

4. Converts all documents to PDF format, uploads the entire portfolio to the secure D2L site for IASPC and stores a copy in a secure place.

THE OFFICE OF THE PROVOST

1. Creates a D2L site containing the documents for the year under consideration. The Deans, Faculty Assistant to the Provost, administrative assistant and IASPC chair will be entered as "instructors." IASPC members will be entered as "students" in the course and will enter the secure D2L site with their Net ID and password.

2. Creates four master modules in D2L – one for each title series and rank category (Associate Lecturer to Lecturer, Clinical Assistant Professor to Clinical Associate Professor, Lecturer to Senior Lecturer, and Clinical Associate Professor to Clinical Professor)

3. Creates a module for each candidate with three topics: "candidate's report" "department report" and "Dean's report"

4. Notifies IASPC members if there are additional non-electronic materials for any of the candidates stored in the Office of the Provost.

Final comment: Electronic media is a quickly changing arena and it is expected that IASPC will need to review Appendix D on a regular basis. If you feel that the parameters of this electronic portfolio will impede your ability to create your promotion file, you are encouraged to contact the chair of IASPC or the Provost.

APPENDIX E

DEPARTMENT PROMOTION COMMITTEE TRANSMITTAL & SIGNATURE PAGE

University of Wisconsin-La Crosse
Promotion Application Transmittal Form
(*Initiated by the Department*)

Department Recommendation

Date of Recommendation _____

Department Vote Record

_____ Yes   _____ No _____ Abstain

Name
Dept
Highest Degree
Current Rank
Date of Last Promotion

_____
Signature of Committee Chair

Signatures of Promotion Committee Members

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

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_____   _____

SAMPLE PROMOTION CANDIDATE DEPARTMENT MERIT RATING REPORT

To be completed by the Department Chair
(Department should use this form or provide these data in a similar format)

REPORT *CATEGORICAL* OR *NUMERICAL* DATA DEPENDING ON DEPARTMENT PROCESS

CATEGORICAL SCALE

Year (yyyy)	Categories* (Please Check)	Number of Department Members in Category
20	Exceptional	
	Significant	
	Merit	
	No Merit	
20	Exceptional	
	Significant	
	Merit	
	No Merit	
20	Exceptional	
	Significant	
	Merit	
	No Merit	

* Replace by appropriate category names as necessary.

NUMERICAL SCALE

Year (yyyy)	Candidate's Rating	Department Rating			Candidate's Rank in Department
		Low	Median	High	
20					*out of*
20					*out of*
20					*out of*

PROGRESSION CANDIDATE DEPARTMENT SEI REPORT

To be completed by the Department Chair

(Department should use this form or provide these data in a similar format)

Name
Dept

Complete the following table for each of the past six semesters taught by this individual.
Begin with the most recently completed semester.
Use the format of S13, F12, etc. to indicate semester.

Semester	Candidate's Score	Department Rating			Candidate's Rank in Department
		Low	Median	High	
					out of
					out of
					out of
					out of
					out of
					out of