

1 **GUIDE TO FACULTY PROMOTIONS AND PORTFOLIO**
2 **DEVELOPMENT AT UW-LA CROSSE**

3
4 (Updated with revisions approved March 2007, May 2013, April 2016;
5 May 2017, October 2017, May 2018, May 2019, May 2020)
6 Changes to these guidelines must be approved by Faculty Senate.
7 Changes to Appendix B must both be reviewed by PTS and approved by Faculty Senate.
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9

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28 **1. INTRODUCTION**

29 The Guide to Faculty Promotion is intended to be a practical resource to the University's
30 promotion policies and their implementation. Promotion of faculty members is an important
31 matter for eligible faculty, their respective colleges, departments, and the university community
32 as a whole. Promotion is a significant career achievement and is an important way that academic
33 departments, the colleges, and the university recognize and reward faculty accomplishments and
34 contributions. To ensure fairness, much time and effort have been expended on devising the rules
35 and procedures that govern promotions. Moreover, additional time and effort is expended by
36 faculty in preparing their promotion files and by their departments, their deans, and the Joint
37 Promotion Committee (JPC) in formulating promotion recommendations.
38

39 **2. OVERVIEW**

40 The JPC realizes the difficulty for an individual to excel equally in all areas of teaching,
41 scholarship, and service. New faculty members tend to spend most of their non-teaching efforts
42 initiating programs of scholarship. Consequently, a successful candidate for promotion to
43 associate professor may have, along with evidence of good teaching, a solid record of
44 scholarship and a more modest record of service. In general:

- 45 1. Promotion from assistant to associate professor depends upon clear demonstration of
46 strong teaching and a growing record of scholarship and service. At this level, the JPC is

47 looking for evidence of effective classroom instruction and a pattern of scholarship and
48 service that lays a coherent basis for continued growth.

49 2. Promotion from associate to full professor depends upon demonstrating a sustained
50 record of accomplishment in teaching, a mature program of scholarship, and substantial
51 and sustained service contributions to the university, school/college, or profession.

52

53 As indicated in the Rules and Procedures of the Joint Promotion Committee, candidates are not
54 deliberately compared to one another for purposes of evaluation. The JPC, to the best of its
55 ability, attempts to judge each candidate individually on the basis of the evidence provided in the
56 promotion file and votes on whether or not to recommend that individual to the Chancellor for
57 promotion. Therefore, the candidate must assume the responsibility for presenting the JPC with
58 the evidence and some criteria for interpreting that evidence.

59

60 Some faculty who are eligible for promotion may be unsure of whether their record of teaching,
61 scholarship, and service is sufficient to meet the criteria of the JPC. Others may be confident that
62 their efforts warrant a promotion, but may be unclear as to how to construct an effective
63 promotion file. Such faculty members are advised to seek the counsel of department chairs,
64 senior colleagues in their respective departments, faculty from other departments, and their
65 respective deans. For the benefit of faculty who are beginning the task of preparing a promotion
66 file, the Provost/Vice Chancellor's office has available for their review on its website, a few
67 promotion files from faculty who were recently promoted:

68

<http://www.uwlax.edu/Academic-Affairs/Provost-promotion-resources/>

69

70 **3. PROMOTION POLICIES AND PROCEDURES**

71 Promotion policies and procedures are complex, and a thorough understanding of the policies
72 requires an appreciation of the UW System's hierarchy of faculty personnel rules. All policies on
73 the recruitment, appointment, evaluation, retention, tenure, promotion, layoff, and dismissal of
74 faculty are contained in one or more of the following sources of rules, procedures, and By-Laws.

75 **1. The Rules of the Board of Regents (a part of the Wisconsin Administrative Code).**

76 The rules, which are approved solely by the Board, provide the legal basis for all
77 personnel policies in the hierarchy. The rules are usually referred to as the UWS
78 Personnel Rules and designated numerically by Chapter and Section. For example, UWS
79 3.01 states that, "Appointments to the faculty are either tenure or probationary status.

80 Faculty appointments carry the following titles: Professor, Associate Professor, Assistant
81 Professor, and Instructor."

82 **2. The Supplementary UWL Personnel Rules.** The supplementary rules, which augment
83 the UWS Personnel Rules, are designated numerically to be consistent with the UWS
84 rules (for example UWL 3.04 supplements UWS 3.04 on Probationary Appointments).

85 The supplementary rules may be revised by joint action of the Faculty Senate and the
86 Chancellor. They require UW System Board of Regents' approval.

87 **3. The Faculty Senate By-Laws.** The Senate By-Laws provide the basic organizational
88 structure, rules, policies, and procedures that define the faculty's role in University
89 governance. By-Laws seldom contain specific personnel rules, but the promotion policies
90 are an exception. Amendments to the By-Laws require a reading of the proposed
91 amendment at a Senate meeting and approval by two-thirds of the Senate.

92 4. **Faculty Personnel Policies and Procedures.** The faculty personnel policies, which may
93 be revised by majority action of the Faculty Senate, provide greater specificity regarding
94 the implementation of UWL Personnel Rules.

95 5. **Departmental By-Laws and Policies.** The Faculty Personnel Policies and Procedures
96 leave much specificity, especially evaluation criteria and standards, to individual
97 departments.
98

99 *Where do policies and procedures regarding promotion of faculty fit in this hierarchy?*

- 100 1. First, no UWS Personnel Rule mentions promotions.
- 101 2. The only reference to rank is UWS 3.01 (cited above), which designates the titles that
102 faculty appointments may carry.
- 103 3. In place of System-wide rules, UWS 3.03 Appointments--General, states that, "The
104 faculty of each institution, after consultation with appropriate students and with the
105 approval of the chancellor, shall develop rules relating to faculty appointments.
- 106 4. The UWL Personnel Rules contain no specific policies regarding promotion of faculty.
- 107 5. The Faculty Senate and the Chancellor therefore have primary responsibility for these
108 policies.
109

110 The Joint Promotion Committee (JPC) is a standing committee of the Faculty Senate By-Laws,
111 which specifies the composition and basic rules of operation (**Appendix A** contains the text of
112 the appropriate bylaw). In evaluating candidates for promotion, the members of the Joint
113 Promotion Committee are required to use the general performance and achievement criteria
114 specified in UWL's Faculty Personnel Policies and Procedures (**Appendix B** contains these
115 criteria). The criteria specify minimum standards of educational preparation and experience and
116 describe levels and kinds of achievements expected of each of the academic ranks, as well as
117 general University policies regarding notification and appeals. Each department, in consultation
118 with the appropriate Dean, is to have developed criteria for the evaluation of faculty for the
119 purpose of promotion. The criteria must be stated in writing and address teaching, research,
120 professional and public service, and contributions to the University. Scholarly activity varies
121 among departments. Therefore, each department, with the approval of the appropriate Dean, shall
122 formulate a definition of scholarly activity that is to be included.
123

124 Faculty Senate By-Laws also require that the Joint Promotion Committee provide guidelines for
125 submission of departmental criteria and other data submitted on the behalf of promotion
126 candidates. The committee is also required to establish rules and procedures of operation and
127 subsequently publicize the rules and procedures prior to the submission of candidate
128 applications. (**Appendix C** contains the full text of the rules and procedures adopted for the next
129 academic year.)
130

131 **4. PROMOTION CRITERIA: DESCRIPTIONS, EXPECTATIONS AND EVALUATION**

132 As required by the Faculty Personnel Policies and Procedures, all candidates for promotion will
133 be judged on "teaching, scholarship, professional and public service, and contributions to the
134 University."

- 135 1. Commonly, professional and public service and contributions to the University are
136 combined into a single category referred to as "service."

- 137 2. The evaluation criteria employed for teaching, scholarship, and service and the relative
138 weighting of each area vary, sometimes significantly, from department to department.
Thus, disciplinary context from the department
139 regarding their criteria helps members of the JPC evaluate the portfolio.
- 140 3. In general, activity conducted by candidates prior to joining the faculty at UWL is
141 considered in terms of the overall career trajectory of the faculty member. The committee
142 focuses on the evidence provided by candidates from their time here at UWL.
- 143 4. Any faculty member who is eligible for promotion and considering creating a promotion
144 file should begin by obtaining his or her department's written criteria and seeking advice
145 and counsel from department chair, senior faculty, and Dean. Of course, a positive
146 recommendation from a candidate's department is only the first step toward achieving
147 promotion.
- 148 5. Promotion is a privilege based upon qualifications meeting established criteria
149 and is recommended by an informed collective peer judgment.
- 150 6. All candidates should understand clearly that eligibility status and departmental and
151 college recommendation does not assure or imply that a promotion will be made.
- 152 7. Senate **Bylaw I.P** requires that members of the JPC also judge each promotion candidate
153 on his or her teaching, scholarship, and service.

154
155 *The following sections are intended to be a guide to the factors that are likely to inform the*
156 *collective judgment of the JPC in each of the categories of teaching, scholarship, and service.*
157

158 **5. FACULTY PROMOTION REPORT FORMAT AND INSTRUCTIONS**

159 The Faculty Promotion Report is the joint responsibility of the candidate and the promotion
160 committee in the candidate's department. Information included in both reports should come from
161 the candidate's start date at the candidate's current rank at UW-La Crosse, or the date of submittal
162 of the previous successful promotion portfolio at UWL or a previous institution.

163
164 Candidates seeking a first promotion should clearly identify materials completed after
165 appointment at UWL. Candidates seeking promotion to full professor after being promoted to
166 associate at UWL should clearly identify materials completed after the submission of the previous
167 successful promotion portfolio. Candidates should utilize both their narrative and their
168 activities report to indicate to the committee what materials should be under consideration. Clarity
169 regarding what materials were considered for an initial hire (as a ranked faculty member) or an
170 initial promotion at UWL is particularly important in regard to scholarly outcomes. Materials that
171 informed an initial hire (as a ranked faculty member) or an initial promotion at UWL represent an
172 arc of work but the committee focuses solely on work not considered as part of the previous
173 personnel decision (hire/promotion). This distinction is particularly important in regard to scholarly
174 outcomes and it is incumbent on the candidate and their department to be clear about what
175 materials are under consideration.

176
177 The candidate submits the report electronically to the department. The department submits
178 the candidate's electronic report and the departmental electronic report to the college Dean.
179 If the candidate is SOE-affiliated, the two reports are also submitted to the SOE Dean.

180
181 The JPC annually publishes a calendar that includes submission deadlines and decision dates.
182

183 The promotion report consists of three sections, one from the candidate, one from the
184 department and one from the appropriate Dean(s). **Appendix D** provides
185 detailed instructions to the candidate regarding the steps involved in producing the electronic
186 portfolio required for promotion.

187

188 **5.1. Candidate's Report**

189

190 **5.1.1. Candidate's Narrative Statement.** The narrative statement describes the candidate's
191 accomplishments in teaching, scholarship, and service. The candidate may write up to 7 pages
192 total in one narrative document for teaching, scholarship, and service (single-spaced, minimum
193 12-point font, one side only). The seven-page narrative should be prefaced by a cover sheet
194 containing the name of the candidate and a brief abstract, not to exceed 250 words, that
195 highlights key elements of the candidate's contributions to the three areas. The purpose of the
196 abstract is to serve as an executive summary of the material in the narrative. Strive for basic,
197 essential information rather than self-advocacy. The goal is to orient the reviewer to the key
198 elements of the narrative. Quantification is helpful if appropriate to the portfolio.

199

200 A general guideline for the narrative is 3 pages for teaching, 2 pages for scholarship, and 2 pages
201 for service. The narrative should present information in descending order of importance, with
202 dates, rather than chronological order. The most outstanding achievements should be highlighted.
203 A special effort should be taken to emphasize the value and quality of the work, not merely the
204 quantity. Do not duplicate items. If an activity could be included in more than one area, place it
205 in the most appropriate area. Lists should be used rather than narrative paragraphs whenever that
206 would be more efficient.

207

208 **5.1.1.1. Teaching**

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

215

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

225

226 **Evidence.** Candidates will present and contextualize the evidence of teaching quality from
227 four distinct sources (also reflected in the *Teaching Effectiveness Measures Worksheet for*
228 *JPC Members* available on the Provost's Promotion Resource website).

229

1. Self-assessment of teaching.

- 230 2. Information on teaching methods and effectiveness.
231 3. Peer evaluation of teaching.
232 4. Student evaluation of instruction.

233
234 The candidate should provide clear, concise, and specific material demonstrating high quality
235 teaching. While there is no prescribed structure to this section of the report, the portfolio
236 should present evidence in the following three areas.

237
238 **Teaching Evaluation.** Provide information (other than SEI scores) about the effectiveness of
239 your teaching or other instruction related activities. This must include:

- 240 1. A discussion of teaching philosophy and personal growth. Teaching philosophies
241 reflect personal values and beliefs about teaching. They are self-reflective statements that
242 “describe both what you believe and provide concrete examples of what you do in the
243 classroom to support those beliefs.” [*Adapted from Iowa State University’s statement.*]
244 Instructors’ philosophies should reflect core elements such as objectives, methods, and
245 evaluations (see #2-#6 below).
246 2. A discussion of course expectations (what do you expect students to learn and do).
247 3. A description of your approach to grading and evaluation.
248 4. A description of methods you use to measure your teaching effectiveness clearly
249 linked to course or programmatic student learning outcomes
250 5. Evidence of the use of assessment information utilized for the intent of improving
251 student learning. [Note: it is the process of intentional design and use of direct
252 assessment procedures to improve learning in which the committee is most interested
253 rather than the results of the outcome.]
254 6. Contextualization of Student Evaluation of Instruction (SEI) scores and/or peer
255 evaluations.

256
257 Candidates must provide representative samples of course syllabi. Syllabi with student
258 learning outcomes are highly encouraged. In addition, a candidate might provide in an
259 appendix such items as reading lists, student assignments, and similar teaching materials. If
260 included, this section should provide appropriate explanations. Without accompanying
261 explanation, such materials are difficult for JPC members to assess and may carry little
262 weight in determining quality or effectiveness.

263
264 **Teaching Development.** Reflect on the development of your courses as associated with
265 important activities that have had a significant effect on your teaching.

266 Examples of such activities might include:

- 267 1. Improvements in teaching techniques.
268 2. Participation in workshops, institutes, seminars, graduate courses, or participation in
269 professional organizations or attendance at professional meetings.
270 3. Research as preparation for teaching.
271 4. Development of new course and units and/or programs
272 5. Preparation of curriculum materials such as workbooks and textbooks.
273 6. Development of course materials and/or classroom
274 experiences that align with university values such as community engagement,
275 diversity & inclusion, and internationalization.

276

277 **Teaching Assignment.** While statistical information will be included in another section, the
278 candidate should also address:

- 279 1. Identification of any areas of unique expertise and their value to the department.
- 280 2. Details about your duties that are different from classroom teaching (coaching,
281 directing, advising, administering, offering independent studies or other courses with
282 individual instruction patterns, directing student research projects, etc.).

283
284 The JPC takes into consideration students' overall evaluation of instructional performance.
285 The JPC has available the candidate's student evaluation of instruction (SEI) scores for the
286 most recent three years of full-time instruction. If the candidate's department or the candidate
287 systematically collects students' written comments for a course, candidates are encouraged to
288 provide summaries of themes from student comments and a clarification of the process used
289 to identify the representative themes. If a candidate elects to provide additional evidence of
290 students' opinion on teaching, a candidate should provide summaries of any consistent
291 themes from student comments (whether positive or negative) and/or a typed transcript of all
292 student comments that were received. Providing only selected student comments is likely to
293 be viewed by the JPC as potentially biased, and substantially discounted. The JPC also has
294 available the grade distribution for each course taught by a promotion candidate during the
295 previous three years. Grades given by an instructor are generally not considered to be evidence
296 of either good or poor teaching. While some JPC members may ignore this information, other
297 members do take the grade distribution into consideration, primarily to determine whether the
298 grades given by the candidate appear to be consistent with those given by departmental
299 colleagues teaching the same or similar courses.

300
301 Librarianship. Library faculty may not have traditional teaching assignments but are expected
302 to provide systematic analyses of student learning from their librarianship-related activities
303 when applicable. The portfolio should provide multiple forms of evidence of excellence and
304 assessment of quality in order to help the committee evaluate the librarianship component of
305 the file.

306 307 **5.1.1.2. Scholarship and Creative Activities**

308 Although UW-La Crosse faculty have not adopted a standardized definition, scholarship is
309 generally viewed by the JPC as well-defined activities that use professional expertise to
310 discover, apply, or use knowledge. Scholarly and creative activity may be further
311 characterized as those activities having value to an academic discipline, using methods
312 appropriate to one or more disciplines, and having been subjected to external peer review.
313 Examples of scholarly activity include: basic and applied research, new applications of
314 existing knowledge, integration of knowledge, creative endeavors and the development
315 and/or analysis of pedagogical methods.

316
317 **Expectations.** The JPC expects that successful candidates for promotion have a record of
318 ongoing scholarly activity and evidence that external peer review has judged it to be of value.
319 The JPC recognizes that the nature of scholarly activity varies considerably among
320 disciplines, and so does not demand that all such activities fit the same mold. Although the
321 JPC will look to departmental definitions of scholarship for guidance, there is an expectation
322 that the evidence of a candidate's scholarly program will meet the general description of
323 scholarly activity described above. When scholarship is collaborative (with students or

324 colleagues) the nature of the candidate's involvement should be indicated and its contribution
325 to the candidate's on-going program of scholarship discussed. The JPC focuses on the
326 quality, and not necessarily the quantity, of scholarly activity in an attempt to judge the
327 scholarly activity as part of a candidate's overall record.
328

329 **Evidence.** The evidentiary material provided to the JPC may vary considerably from
330 candidate to candidate, even within the same discipline, depending to a large extent on the
331 type of scholarship program that the candidate has chosen to pursue. For example, if a
332 promotion candidate has elected to pursue a scholarly program of original research, in which
333 the activities are intended to advance basic knowledge (or the application of knowledge)
334 within a discipline, the primary evidence of the success would consist of articles published in
335 scholarly-refereed journals, monographs published by recognized academic publishers and
336 presentations at national or regional professional conferences. In this situation, the candidate
337 should provide as much evidence as possible regarding the selection process used for
338 publications or presentations, such as acceptance percentages, impact factors, and the
339 refereeing or judging process. In the cases of multiple authorship, the candidate should
340 provide evidence of the role he or she played in the creation of the work.
341

342 In contrast, some scholarship has a more integrative function within a discipline. In this case,
343 evidence would consist of textbooks, publications, and presentations that overview recent
344 research, published book reviews or abstracts for periodicals, funded grants as well as
345 compiling and editing anthologies. Although such activities are not subject to external peer
346 review in the same manner as original research, a board of editors or a similar panel of judges
347 verifies the value of these activities and the candidate should provide appropriate information
348 about the review process. Other activities of an ongoing program of original research that are
349 likely to strengthen the candidate's file include grant writing activities, receipt of funding to
350 support research programs and giving invited addresses at professional conferences.
351

352 In general, articles submitted for publication but not yet accepted, monographs published at
353 the author's expense, and presentations before on-campus or general audiences are not
354 considered evidence of successful external peer review of original research.
355

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

359 Applied research or scholarship may include:

- 360 1. Writing software that makes existing knowledge and procedures available to
361 colleagues
- 362 2. Conducting a program assessment for an external organization
- 363 3. Conducting an oral history project for the community
364

365 As with a program of original research, one source of evidence about the quality of this work
366 may be refereed journal articles, scholarly monographs, and conference presentations. It may
367 also be possible to demonstrate the quality of the work through some form of review by the
368 primary audience or beneficiaries of the work as well as external peer review by experts in
369 the field.
370

371 Individuals in such disciplines as art, music, theatre, literature, and dance frequently engage
372 in creative endeavors for their scholarly activities. Such scholarship may include:

- 373 1. Exhibitions of paintings
- 374 2. Drawings
- 375 3. Sculptures or ceramics
- 376 4. Publication or performances of instrumental or vocal compositions
- 377 5. Publication of novels, short stories, plays, essays, or poetry
- 378 6. Interpretative recitals or performances
- 379 7. Production of stage plays or dance choreography

380
381 Evidence of the quality of creative works is usually indicated through appropriate
382 publication. Published reviews by peers, critics, panels of judges, or other juries usually
383 determine the quality of exhibitions and performances. In addition, quality is suggested when
384 the professional offer of employment resulted from the quality of the faculty member's work.

385
386 Pedagogical research or the scholarship of teaching and learning (SOTL) is another form of
387 scholarly activity. Given the emphasis on teaching at UW-La Crosse, some faculty members
388 may focus on studying or experimenting with ways to improve students' learning. A
389 candidate for promotion who submits this kind of work as part of the record of scholarship
390 should provide the JPC with evidence that the methods are well defined and documented,
391 that the student learning outcomes have been properly assessed, that the results have been
392 analyzed and compared to those using standard teaching methods of the discipline, when that
393 is feasible, and that the methods have been subjected to appropriate external peer review.
394 Publication of articles on innovative teaching methods in journals and presentations at
395 national or regional conferences frequently provides the evidence of external peer review.

396
397 Other examples of pedagogical scholarship include assessment activities to measure and
398 improve student learning in academic programs. The product of the assessment should be a
399 report or article that can be reviewed by external peers.

400
401 Pedagogical scholarship is not to be confused with normal elements of good teaching such as
402 course preparation, revision, or development unless the additional elements of
403 documentation, assessment, analysis, and external peer reviews are also present.

404 385 **5.1.1.3. Service**

386 Service by a candidate applying for promotion is the fulfillment of his or her professional
387 responsibilities, including educational responsibilities outside the classroom, active
388 participation in professional organizations, committee work, or other assignments within the
389 department and/or the University, and activities that benefit the community at large. Each
390 department defines service activities appropriate to its particular discipline. The *Wisconsin*
391 *Idea* values service to the university, state, and nation. If applicable, candidates should
392 illustrate how their service activities advance the university's values such as
393 community engagement, diversity & inclusion, and internationalization.

394
395 **Expectations.** The JPC expects that any candidate recommended for promotion by a
396 department has satisfied his or her educational responsibilities within that department,
397 including advising. The JPC also expects that a successful candidate for promotion will

398 provide evidence of additional service activities for the department, college, university,
399 professional discipline, or community.

400

401 **Evidence.** Service activities tend to fall into three main categories:

402 Professional Service, University Service, and Community Service. Professional service
403 involves the application of one's professional expertise in a service activity that may
404 be internal or external to the University and includes sharing professional expertise with the
405 community or one's professional organizations.

406

407 Examples of **Professional Service** may include:

- 408 1. Making active contributions to a professional society
- 409 2. Organization of lecture series, institutes, workshops, *etc.*
- 410 3. Provision of in-service training
- 411 4. Consulting and advising
- 412 5. Providing lectures or workshops
- 413 6. Assisting colleagues with research design and (statistical) analysis
- 414 7. Serving as a peer reviewer for articles or grant proposals
- 415 8. Evaluating a program for an external agency

416

417 The candidate should explain how professional expertise is essential to the success and
418 quality of the activity and outcome. For example, an individual who organizes a professional
419 conference may be involved in the development of the topics and themes, selection of
420 presentation proposals, and reviewing and editing a collection of conference proceedings.
421 Work of this kind depends upon professional expertise, makes a contribution to the field and
422 can be judged by peers. Similarly, consulting with government, charitable, or health agencies
423 or area business groups or corporations and analyzing public policy or proposed legislation
424 for the media are other examples of professional service. The candidate should present a
425 clear case that the activity depends upon professional expertise and demonstrate the success
426 or quality of the work through some type of agency assessment and external peer review.

427

428 **University Service** includes activities such as doing department, college, and university
429 committee work, serving as a Faculty Senator, and advising student organizations and
430 graduate student research committees. Evidence that service activities have been particularly
431 valuable to the discipline, university, or community serves to strengthen a promotion
432 recommendation. Additionally, external service activities that advance the university's
433 priorities such as community engagement, diversity & inclusion, and internationalization are
434 also valued.

435

436 Performance of **Community Service** unrelated to the candidate's discipline is certainly
437 worthwhile and reflects well upon the university, but such community service is usually not
438 given as much weight by the JPC in making its promotion recommendations.

439

440 **5.1.2. Candidate's Activities Report.** Following the instructions provided in **Appendix D**, the
441 candidate's activities report will be extracted from the material entered into the electronic
442 portfolio system.

443

444 **5.1.3. Appendices regarding evidence of teaching, scholarship, and service.** Each candidate

445 may provide appendices regarding evidence of teaching, scholarship, and service. Candidates
446 should be aware that JPC members rely on the department and experts in the field to provide
447 judgment of the quality of the materials included. Although evidence of teaching, scholarship,
448 and service are reviewed, they are not the only source of information for JPC members. The
449 primary role of the appendices is to provide the department and Dean with additional information
450 needed to make their determinations. JPC members vary in the extent of their review of the
451 appendices. JPC members tend to refer to appendices for clarification or verification of
452 arguments made within the candidate and department narratives. Appendices should be
453 referenced in the primary materials, and JPC members should be guided by the candidate in
454 terms of the importance and/or intent of an appendix. Links to appendices/evidence should be
455 ordered according to importance and follow the guidelines provided in **Appendix D**. There is no
456 required number of items, and candidates should use the appendices judiciously.

457
458 **5.1.4. Part-time appointment expectations** (added 2011). In reference to any period of time
459 for which the faculty member was not a full-time employee, a part-time faculty member is
460 responsible for uploading a document in their promotion report that describes the details of their
461 appointment, including expectations for teaching, scholarship, and service as approved by their
462 department and consistent with their departmental *By-Laws*.

463
464 **5.1.5. Faculty with reassigned time** (added 2011, revised 2019). A full-time faculty
465 member with reassigned time to fulfill a position outside the expectations of a standard faculty
466 member (*e.g.*, director of a center or program, special assignments to administrative offices, *etc.*)
467 must provide two related documents in their promotion report (either
468 as an attachment where the service role is entered in the electronic portfolio or as an evidence link
469 under Service):

- 470
- 471 1. A letter from their supervisor (*e.g.*, department chair, Dean, Provost, *etc.*) that outlines the
472 job description for each reassigned-time appointment
473
 - 474 2. Documentation that illustrates the level of success in the role fulfilled by the appointment,
475 such as performance reviews or other data that show how the aims of the appointment
476 were met.
477

478 Furthermore, the extent of the reassignment should be referenced in both the candidate's narrative
479 and the department promotion letter.
480

481 One special case is when the faculty member has served as a department chair. In this case, the
482 description of the department chair's duties (item 1, above) does not need to be supplied because
483 it is contained within the Faculty Senate Policies. However, the department promotion committee
484 letter should reflect indicators of performance evaluation (item 2, above).
485

486 *Note: Service is a component of a faculty member's obligations in addition to teaching and*
487 *scholarship. While the JPC recognizes such roles as providing important service to the*
488 *university, faculty members who are receiving reassigned time or overload payments for service*
489 *and/or administrative responsibilities should be particularly mindful in their narratives and other*
490 *materials to indicate service activities that reflect service to the department, college, university,*
491 *profession or community that was above and beyond the service for which reassignment was*

492 *provided.*

493

494 **5.2. Department Materials**

495

496 **5.2.1. Department Promotion Committee Report.** This section of the report justifies the
497 departmental promotion committee’s decision that, within the context of the department’s policy
498 and the recognized standards of the discipline, the candidate’s record warrants promotion. This
499 section consists of separate statements on teaching, scholarship, and service. The vote of the
500 committee is reported on the transmittal form and signature page, which is signed by all
501 members of the committee. The scanned PDF of the transmittal form and signature page are
502 uploaded and appended to the department’s promotion committee report. The signature page
503 template is available in **Appendix E** of these guidelines located at the UWL Human Resources
504 “Faculty Promotion Resources” webpage.

505

506 Once the deadline for transmittal of the portfolio to the Dean’s office has passed, the portfolio is
507 closed and cannot be modified.

508

509 **5.2.1.1. Teaching**

510 A candidate’s department colleagues are in the best position to make accurate judgments as
511 to the quality of instruction in that discipline. The JPC assumes that a candidate
512 recommended for promotion by a department is regarded as a good teacher within that
513 department. Nonetheless, the JPC asks the department to evaluate the quality of teaching,
514 both in terms of content coverage and methods and to provide specific evidence in support of
515 the candidate’s success in securing student interest, effort, and progress.

516

517 Examples of such evidence include reports of classroom observation by tenured faculty
518 members, comparative results on common or standardized tests, outcomes of departmental
519 assessment activities, and performances or exhibitions by the candidate’s students. Simple
520 testimony that a candidate is believed to be a good teacher, whether from the department
521 chair, chair of the department’s promotion committee, or a mentor, is likely to be greatly
522 discounted without providing specific corroborating evidence. Classroom visit reports on
523 their own carry less weight than an analysis of the reports that places the observations in
524 context and draws appropriate conclusions. Candidates are encouraged to include reports or
525 letters resulting from classroom visits as part of the portfolio.

526

527 This section should put SEI information into context by including, for example: (1) an
528 explanation of how the candidate’s SEI scores compare to others in the department, (2) a
529 comparison of SEI scores for a course with those of department members who teach the same
530 course, (3) an interpretation of the candidate’s SEI scores in general and for specific courses,
531 and (4) an explanation of any trends in those scores. JPC recognizes that SEIs more accurately
532 measure student satisfaction than teaching effectiveness.

533

534 **5.2.1.2. Scholarship and Creative Activity**

535 This section should include a statement on the significance of the scholarship within the
536 discipline and the department, in reference to the Department’s “Statement on Scholarly
537 Activity” from the Bylaws. Acceptance rates for publications, when available, should be
538 discussed where this bears on the quality of the scholarship. If impact factors are available

539 and included in the portfolio their context in light of the discipline should be discussed. For
540 funded and unfunded grants, the departmental promotion report should include context for
541 understanding the significance of the grant by providing indicators of the quality, type of
542 review, etc. In cases of multiple authorship, the promotion committee report should address
543 the candidate's role in the performance and reporting of the research. In disciplines where
544 creative scholarship is the norm, the committee report should discuss how creative activities
545 are evaluated by the discipline as well as accepted standards for documenting and reporting
546 the results of creative efforts.

547
530 **5.2.1.3. Service**

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

535
536 **5.2.2. OPTIONAL: Department Chair's Recommendation Letter.** This letter is optional. If
537 provided, it should summarize the candidate's major accomplishments and include additional
538 comments the department chair may wish to make, *i.e.*, beyond what is contained in the
539 promotion committee report.

540
541 **5.2.3. Statistical Information.** This section contains statistical information on the candidate and
542 is conveyed via the department chair. This includes the teaching assignment information (TAI)
543 form, including SEIs and merit review information. Sample forms are included in **Appendix E**.

544
545 **5.2.3.1. Teaching Assignment Information Form (TAI) with SEI Data**

546 A set of TAI forms for the past six semesters is generated by Institutional Research in
547 conjunction with Information Technology Services and emailed to the candidate and the
548 candidate's department chair early each fall. The TAI forms include information from all
549 courses taught by the candidate, including grade distribution, workload, and SEI information.
550 In addition, the TAI includes department averages for grade distributions and department and
551 university averages for workload in order to provide comparative benchmarks. As of Spring
552 2008, JPC requires the Faculty Senate-approved SEI questions in the form of a single
553 motivational item and a composite SEI consisting of 5 common questions. On the TAI form,
554 the department chair or designee adds both the motivation item and the composite SEI
555 fractional median for each course. In addition, the candidate's overall fractional median for
556 the term on both the single motivation item and the composite SEI are reported. Finally, the
557 department adds the departmental fractional median for both the single motivational item and
558 the composite, the minimum and maximum composite SEI for the whole department.
559 *Note: Library faculty members need not provide TAI or SEI information. However, it is*
560 *expected that library faculty will provide systematic analyses of student learning from their*
561 *teaching-related activities when applicable.*

562
563 **5.2.3.2. Merit Information**

564 The department provides the merit ranking (or categorization) for the candidate along with
565 departmental data (such as ranges and averages). In addition, the department briefly describes
566 the merit evaluation procedure used by the department. If applicable, the relative weighting
567 of teaching, scholarship and service used in the merit process are included. Any weighting

571 used in the determination of merit scores should be explained.

572

573 5.2.1. Department’s Statement on Scholarly Activity

574

575 5.2.2. Transmittal and Signature Form (scanned, with original sent to the Dean)

576

577 5.3. Dean’s Materials

578

579 **5.3.1. Dean’s Letter.** The Dean submits a document with a signed declarative statement such as,
580 “I agree with the recommendation of the department.” If the Dean’s recommendation is at
581 variance with the department’s recommendation, then the document should detail the reasons for
582 the Dean’s dissenting opinion.

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APPENDIX A

FACULTY SENATE BY-LAWS FOR JOINT PROMOTION COMMITTEE

(Updated with revisions approved March 2007, April 2016, October 2017, May 2018)

The Joint Promotion Committee

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

1. The committee members will use the general performance and achievement criteria described in **Appendix B** of "A Guide to Faculty Promotions and Portfolio Development at UW-La Crosse" under the heading of "Rank, Promotion, and Tenure" (the most current version is posted on the HR website <http://uwlax.edu/Human-Resources/Faculty-Promotion-Resources/>). Changes to **Appendix B** should be recommended by Joint Promotion Committee or by Promotion, Tenure and Salary Committee, in consultation with Joint Promotion Committee. These changes must be approved by Promotion, Tenure and Salary Committee and Faculty Senate. Criteria include teaching, research, professional and public service, and contributions to the university. The committee shall provide guidelines for the submission of departmental criteria and other data supporting candidacy for promotion and shall define criteria and other data by referring to departmental by-laws. Following the establishment of rules and procedures and prior to submission of candidate application, the Joint Promotion Committee shall hold a meeting for eligible candidates to describe the promotion process. The Joint Promotion Committee shall publicize the procedures that it employs via email and in the *UWL Events Calendar* prior to the submission deadline for promotion files. The members shall give fair and full consideration to all relevant materials that are presented on the candidate's behalf. The Joint Promotion Committee shall make promotion recommendations to the Chancellor. 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.
2. Within seven calendar 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.
3. Within seven calendar days of receiving the written reasons for a negative decision, should candidates wish to appeal, candidates must notify the Joint Promotion Committee Chair (written notice wherein e-mail is acceptable) of their *intent* to appeal. An appeal review shall take place within 14 calendar days of the filing date and the date will be provided to petitioners at the time of the request to appeal. Faculty members appealing a decision must provide their written appeal electronically to the Joint Promotion Committee chair by noon two days in advance of the appeal review meeting. The appeal must follow the guidelines below. The appeals process does not allow the inclusion of new materials either in the promotion portfolio or in the appeals document. The burden of

- 629 proof in such an appeal shall be on the faculty member, and the scope of the review shall
630 be limited to the question of whether the decision was based in any significant degree
631 upon one or more of the following factors, with material prejudice to the individual:
- 632 a.) Conduct, expressions, or beliefs that are constitutionally protected, or protected by the
633 principles of academic freedom, or
 - 634 b.) Factors proscribed by applicable state or federal law regarding fair employment
635 practices, or
 - 636 c.) Improper consideration of qualifications for promotion. For purposes of this section,
637 "improper consideration" shall be deemed to have been given to the qualifications of
638 a faculty member in question if material prejudice resulted because of any of the
639 following:
 - 640 i. The procedures required by rules of the faculty or board were not followed, or
 - 641 ii. Available data bearing materially on the quality of performance were not
642 considered, or
 - 643 iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or
644 conduct.

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

- 647
- 648 4. The joint committee shall provide the chancellor with a list of those recommended and not
649 recommended for promotion, and the results of any appeals. Separate lists shall be
650 provided for each rank.

651

652 Membership of the committee shall consist of the Provost/Vice Chancellor, the four academic
653 Deans, and 12 Professors representing the range of academic fields and nominated by the Faculty
654 Senate Executive Committee and approved by the Faculty Senate.

655 Terms of Service for the faculty members shall be three years, with four of the faculty members
656 being replaced each year. Members shall be appointed in the fall without regard to membership
657 on other committees, with new committee members replacing the former ones on October 1.
658 The committee shall elect its chairperson from its membership.

659 A "related person" (as defined by the nepotism policy) to a current candidate for promotion may
660 not serve on the committee during the year that their "related person" is going through the
661 promotion process. As soon as the conflict is known, the JPC member should inform the
662 Faculty Senate chair. Faculty Senate should replace the member for the year and the member
663 may resume their service the following year if they have additional years in their three-year term.

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660 **APPENDIX B**

661 **RANK, PROMOTION, AND TENURE GUIDELINES**

662 (Updated with revisions approved May 2008, April 2016, October 2017, May 2018)

663 **Minimum Educational Preparation, Experience, Years in Rank, and Achievement for**
664 **Promotion Eligibility for Associate Professor and Full Professor at UWL**

665 **Associate Professor**

- 666 • Earned doctorate degree or accepted terminal degree in the field.
- 667 • To be eligible for the rank of Associate Professor the faculty member should have a
- 668 minimum of 5 years of full-time college-university teaching, or other appropriate,
- 669 experience.
- 670 • A minimum of three (3) years completed in rank as an Assistant Professor at the
- 671 University of Wisconsin-La Crosse shall be required for eligibility for promotion to
- 672 Associate Professor.
- 673 • Faculty member who is well respected within the department for excellence in teaching
- 674 Faculty member with an established scholarly program who has taken an active role in
- 675 service to the department and participates in university and professional service.

676 **Professor**

- 677 • Earned doctorate degree or accepted terminal degree in the field.
- 678 • To be eligible for the rank of Professor the faculty member should have a minimum of 10
- 679 years full-time college-university teaching or other appropriate experience.
- 680 • To be eligible for the rank of Professor the faculty member should have tenure (for Fall
- 681 2020 hires and later).
- 682 • A minimum of two (2) years completed in rank as an Associate Professor at
- 683 University of Wisconsin-La Crosse shall be required for eligibility for promotion to
- 684 Professor.
- 685 • Promotion from Associate to full Professor depends upon demonstrating a sustained
- 686 record of accomplishment in teaching, a mature program of scholarship, and substantial
- 687 and sustained service to the university, school/college, or profession.

688 **Notes**

- 689 1. Minimum standards and guidelines governing rank and promotion of faculty members are
- 690 prescribed by the Board of Regents and by the Chancellor, with advice from the Faculty
- 691 Senate. (See Board Resolution No. 3650 adopted on September 11, 1970, and minutes of the
- 692 Faculty Senate for February 15, 1968; November 13, 1969; May 2, 1974; September 15,
- 693 1994; and March 19, 1998.)
- 694
- 695 2. Non-Discrimination Clause. Race, national origin, sex, age, handicap, religion, creed, and
- 696 political views will not be considered pertinent factors in the formulation of
- 697 recommendations for promotions.
- 698
- 699 3. Evaluation Criteria. Evaluation of faculty members for salary, promotion, and tenure purposes
- 700 shall be based on the standards and guidelines adopted by the Board of Regents and by the
- 701
- 702
- 703

704 La Crosse Faculty Senate. (See following pages.)

- 705 4. Promotion Criteria. Promotion is not automatic when requirements for minimum experience
706 and training are met. The individual faculty member is responsible for informing the
707 appropriate university officer of any newly completed graduate study which might affect
708 his/her educational preparation and promotion eligibility.
709
- 710 5. Education and experience as well as other requirements must be fully met prior to formulation
711 of recommendations for promotions.
712
- 713 6. Number of years of service (experience) applicable to promotion is determined at the time of
714 hire and noted in the initial contract letter.
715
- 716 7. In accordance with a Faculty Senate recommendation, faculty holding the two-year M.S.S.W.
717 degree may be recommended for promotion to the upper two ranks. For two-year M.S.S.W.
718 holders, minimum promotion eligibility requirements for all professional ranks are A.C.S.W.
719 (Academy of Certified Social Workers) eligibility and three years of clinical social work
720 experience. In addition, for promotion eligibility to associate professor, a minimum of five
721 years of college teaching experience is required; and for promotion eligibility to professor, 10
722 years of college teaching experience plus one full year of graduate study beyond the master's
723 degree is required.
724
- 725 8. In accordance with a Faculty Senate recommendation, faculty who have completed the highest
726 degree in his/her academic area would be rated as terminally qualified and eligible for
727 promotion.
729

730 **Policies for Promotion**

- 731 I. Requirements for Determining Eligibility for Promotion in Addition to Minimum Standards
732 A. The current academic year is not countable as experience toward eligibility requirements.
733 B. Faculty members who are on terminal appointments shall not be eligible for promotion.
734 C. In order to be eligible for promotion to Professor, an individual **must be tenured** by UWL
735 at the time of consideration for promotion.
736

737 II. Additional Policies

- 738 A. Promotion is a privilege based upon qualifications meeting established criteria
739 and is recommended by an informed collective peer judgment. All concerned should
740 understand clearly that eligibility status and departmental or office recommendation for
741 promotion does not assure or imply that the recommended promotion will be made.
742 B. Promotions shall be considered effective **July 1** following their announcement by the
743 Chancellor. These actions will precede salary adjustment actions for the following
744 academic year, at which time promoted faculty members shall be grouped with those in
745 their recommended ranks.
746

747 **Procedure and Promotion: Notification of Eligible Faculty**

- 748 I. Before the end of the spring semester, lists of faculty members who are eligible for promotion
749 the following year are distributed to department chairpersons (and equivalents) and their Deans
750 by Human Resources on behalf of the Provost. Rules and procedures shall also be distributed.

751 Faculty will receive an email notifying them to check with their chairs as to their eligibility for
752 promotion. This announcement shall also contain instructions on whom to contact if the faculty
753 member is not shown as eligible but believes he/she may, in fact, be eligible. Finally, the URL
754 regarding the website containing the most current rules and procedures regarding promotion will
755 be included as a component of the announcement.

756
757 II. During the second week of classes in the Fall semester, Human Resources, on behalf of the
758 Provost, shall resend the email to faculty noted in I, above.

759
760 **Department Procedures for Promotion**

761 I. Each department may develop written **criteria for promotion eligibility** that are more
762 demanding than university minimum standards as indicated in UWL and/or UW System policy.
763 These departmental criteria must be a component of departmental By-Laws and filed with the
764 appropriate Dean.

765
766 II. Each department, in consultation with the appropriate Dean, shall develop **criteria for**
767 **judging the performance** of its members as they pertain to the formulation of a
768 recommendation for rank advancement.

769 A. The criteria must address themselves to teaching, research, professional and public
770 service, and contribution to the University. Each department, in consultation with its
771 dean, shall determine the relative importance of each of these categories.

772 B. The criteria shall be documented and filed with the appropriate Dean.

773

774 III. Each department shall develop **procedures** for promotion consideration and for promotion
775 recommendation. These procedures shall be filed with the appropriate Dean and shall include the
776 following:

777 A. A faculty member, who meets minimum university and departmental requirements for
778 promotion eligibility shall be given written notice, by the department chairperson, of
779 eligibility. The promotion candidate shall be made aware of existing university guidelines
780 on promotion, and shall be informed of the departmental rules and regulations on
781 promotion procedures. The candidate shall be given at least a 20-day notice of
782 departmental review for promotion consideration, shall be informed of the State Open
783 Meeting Law, and shall have the opportunity to present written material in support of the
784 promotion.

785 B. A department may recommend to the Dean for promotion an otherwise non-eligible
786 faculty member. The department shall rarely recommend such exceptions. Such
787 exceptions shall occur only under very special circumstances. The department shall
788 provide in writing fully documented reasons. Candidates applying as exceptions who do
789 not receive departmental endorsement, shall not have access to the appeal process.

790 C. The promotion consideration meeting shall include evaluation of written materials
791 submitted in support of the candidate and the result of the candidate's student and peer
792 evaluations. Departments are not required to rank multiple candidates within the same
793 rank. The committee shall formulate and record its reasons for recommendation or non-
794 recommendation. If tenure or retention into tenure is a requirement for promotion, the
795 tenured members of the department shall determine whether the department shall
796 recommend or not recommend tenure or retention into tenure. If there are no tenured

- 797 members in the department the appropriate supervisor who is tenured shall make the
798 determination.
- 799 D. For those candidates recommended by the department for promotion, the department
800 chairperson shall transmit in writing the recommendation and the reasons to the
801 appropriate Dean. A copy of the letter shall be provided to the candidate at least one day
802 prior to the submission of the promotion file to the respective Dean and within seven
803 days of the departmental decision. The recommendation shall be accompanied by the
804 results of student and peer evaluations and other appropriate supporting materials.
- 805 E. When a candidate is not recommended by a department or unit, no further consideration
806 shall occur, nor shall the candidate's file be forwarded to the Dean.
- 807 1. The promotion candidate shall be given written notification of the negative decision
808 and written reasons for a negative decision within seven days.
 - 809 2. Within seven days of receiving the written reasons for a negative decision, the
810 candidate may, by writing to the department chairperson, request reconsideration by
811 the departmental committee that made the decision. The reconsideration review shall
812 take place within 10 days of the filing date. The faculty member shall be given at
813 least seven days notice of such review. The faculty member shall be allowed an
814 opportunity to respond to the written reasons, to present written or oral evidence or
815 arguments relevant to the decision, and/or to use witnesses. Reconsideration shall be
816 non-adversarial in nature. The committee shall give fair and full consideration to all
817 relevant materials. Written notice of the reconsideration decision shall be transmitted
818 to the candidate and to the appropriate Dean within seven days.
 - 819 3. Each promotion candidate has the right to appeal a negative reconsideration decision in
820 a grievance filed with the Complaints, Grievances, Appeals, and Academic Freedom
821 (CGAAF) Committee. Rules and procedures for filing a grievance are specified in
822 UWS 6.02 and UWL 6.02. The CGAAF Committee shall forward its
823 recommendation to the Chancellor (see UWS 6.05).

824

825 **Responsibilities of the Dean**

826 I. The dean shall make promotion recommendations to the Joint Promotion Committee.

827

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

832

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

842

843 IV. Each promotion candidate has the right to appeal a negative reconsideration decision in a
844 grievance filed with the Complaints, Grievances, Appeals, and Academic Freedom (CGAAF)
845 Committee. Rules and procedures for filing a grievance are specified in UWS 6.02 and UWL
846 6.02. The CGAAF Committee shall forward its recommendation to the chancellor (see UWS
847 6.02).

848
849 V. The Dean shall transmit department recommendations and materials for promotion, along
850 with his/her own recommendation, to the Joint Promotion Committee.

851
852 **Appeal of Negative Joint Promotion Committee Appeals**

853 Each promotion candidate has the right to appeal a negative Joint Promotion Committee appeal
854 decision in a grievance filed with the Complaints, Grievances, Appeals, and Academic Freedom
855 (CGAAF) Committee. Rules and procedures for filing a grievance are specified in UWS 6.02
856 and UWL 6.02. The CGAAF Committee shall forward its recommendation to the Chancellor
857 (see UWS 6.02).

858
859 **Responsibilities of the Chancellor**

860 Within seven days of the Chancellor's decision on a candidate for promotion, the Chancellor
861 shall communicate the decision in writing to the candidate, the appropriate department chair, and
862 the Joint Promotion Committee chair. Within seven days of receiving the Chancellor's written
863 decision, a promotion candidate who was denied promotion by the Chancellor but recommended
864 for promotion by the Joint Promotion Committee may request from the Chancellor written
865 reasons for the denial. The Chancellor shall provide the written reasons within seven days of the
866 request. There is no provision for appeal of the Chancellor's decision.

867

868

869

869 **END NOTES**

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

872

873 **Scholarly Activity:** Scholarly activity can vary from department to department. Each
874 department, with the approval of the appropriate Dean, shall formulate definitions of scholarly
875 activities. These definitions shall be forwarded with the promotion materials of each
876 candidate.

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

879 **APPENDIX C**

880 **JOINT PROMOTION COMMITTEE RULES AND PROCEDURES**

881 (Updated with revisions approved March 2007, April 2016, February 2017, May 2018)

882
883
884 The Joint Promotion Committee (JPC) via the Provost's Office shall publicize the procedures
885 that it employs via email and in the *UWL Events Calendar* prior to the submission deadline for
886 promotion files.

887 **General Principles**

888 JPC is comprised of 12 full professors plus the four academic Deans and the Provost. The first
889 committee meeting of the academic year will be convened by the Provost. The committee will
890 elect its chair. The Office of the Provost shall provide support for the chair and coordinate all
891 activities related to the promotion process.
892

893
894 Once the portfolio has been forwarded to the Dean, it is closed and cannot be modified. This
895 does not, however, preclude clarification of material in the portfolio at the Presentation and
896 Discussion Meeting, Reconsideration Meeting, or Appeal Meeting.

897
898 In order for a JPC member to be eligible to vote on a candidate at the conclusion of any of the
899 three meetings (presentation, reconsideration or appeals), the JPC member must be physically
900 present at the meeting or participate in the entire meeting via conference call. JPC members
901 absent from any of these three meetings may not submit written statements about candidates
902 under consideration.

903
904 Absolute confidentiality related to written or oral comments, preliminary evaluations, and voting
905 summaries and deliberations in closed session is to be maintained by every member of the JPC.
906

907 The chair is the only spokesperson for actions of the JPC.

908
909 Each JPC member agrees to respect a diverse, informed, and professional subjectivity on the part
910 of all other members of the JPC.

911
912 Each JPC member submits the following feedback:

- 913 1. Preliminary Ratings: A set of ratings of the candidates using a 0-6 scale in each of the areas
914 of teaching, scholarship, and service prior to the discussion meeting.
- 915 2. Initial Ballot: A set of "yes" or "no" votes to promote the candidates, and reasons given for
916 any "no" votes, completed after the discussion meeting.
- 917 3. A Reconsideration Ballot: A set of "yes" or "no" votes to promote the candidates under
918 reconsideration, and reasons given for any "no" votes, completed after the reconsideration
919 meeting.
- 920 4. An Appeal Ballot: A set of "yes" or "no" votes to promote the candidates under appeal and
921 reasons given for any "no" votes, completed after the appeal meeting (if held).

926 **Preliminary Ratings of Candidates**

927 Prior to the Presentation and Discussion Meeting, each JPC member is expected to review the
928 portfolio of each candidate and to complete and submit “Preliminary Ratings.” Each JPC
929 member shall evaluate each candidate using a scale of 0-6 in each of the categories of teaching,
930 scholarship, and service. This scale may be interpreted as follows:

- 931
- 932 **6** = "*highly qualified*"
933 5
934 4
935 **3** = "*qualified*"
936 2
937 1
938 **0** = "*not qualified*"

939

940 Summary results of the preliminary evaluations will be shared with JPC members at the
941 Presentation and Discussion Meeting.

942

943 **Presentation and Discussion Meeting**

944 The JPC will conduct business with at least 14 members present.

945

946 Separate discussions will be held for each of the ranks—first for candidates seeking the Associate
947 Professor level, and then for candidates seeking the Full Professor level.

948

949 Each JPC member (except the Deans and the PVC) will serve as a presenter (not as an advocate)
950 for one to three promotion candidates, which will be randomly assigned. JPC members shall not
951 be presenters for candidates from their own department.

952

953 Each presentation is limited to two to three minutes and will summarize the credentials with a
954 general comment as to where the presenter scores the candidate on the scale of 0-6 in each of the
955 categories of teaching, scholarship, and service. In addition, the presenter is responsible for
956 keeping informal notes on the commentary regarding the candidate on whom they presented and
957 reviewing the letter regarding the candidate if he/she is not promoted (see "notification of
958 candidates" below).

959

960 When a librarian is under consideration, the Director of the Library will attend the meeting as
961 an ex-officio, non-voting member to address any questions that JPC members may have
962 regarding librarianship and the candidate’s or candidates’ portfolio(s). At her or his discretion,
963 the Director of the Library may attend some or the entirety of any JPC deliberation meeting(s)
964 regardless of whether or not a librarian is under consideration.

965

966 **Initial Ballot**

967 Following the Presentation and Discussion Meeting and according to the deadline set by JPC,
968 each JPC member will complete an initial ballot. On that form, members will vote yes or no for
969 each candidate, and reasons will be provided for any no vote. The vote will be submitted
970 electronically. A two-thirds positive vote by those eligible (see above) shall be required for a
971 recommendation for promotion.

972

973 **Reconsideration Meeting**

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

978
979 Reconsideration Ballots will be made available to JPC members electronically after the meeting.
980 Each member will vote yes or no for each candidate, and reasons will be provided for any no votes.
981 These ballots will be submitted to the JPC chair by the indicated date. A two-thirds positive vote
982 will result in a recommendation for promotion.

983
984 **Notification of Candidates**

985 Letters to all candidates will be sent out seven days after results of the Reconsideration Ballots
986 are determined. Letters to candidates not recommended for promotion will contain reasons for
987 this recommendation, as well as the committee's vote on the candidate's application. These
988 letters will be posted to the secure online site for review by the individual's presenter and Dean,
989 prior to being sent.

990
991 At the request of the unsuccessful candidate, the chair (and only the chair) shall meet with the
992 candidate to discuss the reasons for the negative decision.

993
994 **Appeals**

995 The appeals process is defined by Faculty Senate Bylaws in Appendix A, which proscribes the
996 timeline, process, and the grounds on which an appeal may be made.

997 The JPC will conduct business with at least 14 members present and a two-thirds positive vote by
998 those eligible to vote shall be required for a recommendation for promotion.

999
1000 Appeal ballots will be made available electronically and due on the date/time established by the
1001 JPC. On that ballot, each member will vote yes or no for each candidate.

1002
1003 **Notification of the Chancellor**

1004 The chair will forward to the Chancellor a list of all candidates recommended and not
1005 recommended for promotion, and the results of any appeals. Separate lists shall be provided for
1006 each rank. That document will contain the voting outcome for each candidate.

1007
1008

APPENDIX D

INSTRUCTIONS FOR PREPARING THE ELECTRONIC PORTFOLIO

(Updated with revisions approved May 2013, April 2016, October 2017, May 2018)

There are four steps involved in preparing an electronic portfolio for review by the JPC involving the *candidate*, the *Department Chair*, the *Dean*, and the *Provost's Office*.

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 below.

All materials for promotion will be electronic and entered into the Digital Measures electronic portfolio system. All faculty members will have their activities entered using the fields (categories) specified by the electronic system.

Candidates should load their combined narrative statements for teaching, scholarship, and service (7-page maximum), their teaching, scholarship, and service evidence links, and a CV (regarding work prior to UWL or reflecting past work) under the component entitled "Promotion" under the Digital Measures heading "Personnel Review/Promotions Materials Management."

CV headings should include the following: Education, Dissertation Title (if applicable), Professional History (work experience), Academic Honors, Fellowships, Grants, Scholarship (Books, Articles, Reviews, Papers, Artistic & Creative Activities), and Professional Activities. Under each heading/subheading, information should be listed in chronological order, single-spaced, with the most recent year first.

Once the candidate has run the "INDIV: Personnel Report (Faculty/IAS Promotions/ Retention/ Tenure)" report from within Digital Measures and saved it as a Word Document, he/she will need to edit the file as needed. For example, the evidence links for teaching, scholarship, and service should be listed in order of importance or as referenced in the narrative. Candidates can also delete extraneous information. Once the document has been edited, the candidate should save it as a PDF file for submission. All links should be checked for integrity.

The candidate forwards the file to the department promotion committee. Departmental by-Laws may indicate additional security or distribution methods. When the file has been submitted to the department promotion committee, no further changes to the report or any linked files may be made or else the report will no longer function as intended. If changes are made, the entire report must be recreated. The candidate may make changes to the portfolio only if the department promotion committee recommends changes.

1055 **The Dept Chair**

1056 The department chair's role is to create an electronic report for submission to the Dean following
1057 5.2.1 above and attending to the instructions below.

1058

1059 The department chair loads

1060 1. Letter(s) – letter from the department promotion committee (required); department chair
1061 letter (optional)

1062 2. TAIs including the SEI information

1063 3. Transmittal and Signature page – see form in Appendix E

1064 4. Merit Rating Report – see form in Appendix E

1065 5. Departmental by-law segments: Statement on Scholarship and merit procedures

1066 (if already in Digital Measures, need not be re-entered unless material has been updated).

1067 The department chair runs the report entitled “DEPT: Personnel Supporting Materials” which
1068 will result in a report that includes hyperlinks to the uploaded materials cited above. The chair
1069 edits as necessary and saves the report in PDF format.

1070

1071 The preferred file naming protocol is lastname.IndivRpt.**ASSOC**.20XX.MMDD or
1072 lastname.IndivRpt.**FULL**.20XX.MMDD) for the individual report and same for department
1073 report except “IndivRpt” replaced with “DeptRpt.” The date should reflect the date submitted to
1074 the Dean.

1075

1076 **The Dean**

1077

1078 The Dean writes a letter (following instructions in 5.3.1) and saves it with the recommended
1079 name of lastname.DeanLett.20XX.MMDD.pdf

1080 The Dean's Office loads the individual report, the department report, and the Dean's letter
1081 utilizing the platform and process indicated by the Provost's Office. For SOE-affiliated
faculty, the SOE Dean also writes a letter (following instruction in 5.3.1) and loads the
letter utilizing the platform indicated by the Provost's office.

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APPENDIX E

PROMOTION FORMS PREPARED BY THE DEPARTMENT

Department Promotion Committee Transmittal & Signature Page

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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_____	_____

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Sample Promotion Candidate Department Merit Rating Report

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					<i>out of</i>
20					<i>out of</i>
20					<i>out of</i>

1095