

PROMOTION AND TENURE PROCEDURES AND FACTORS

For Academic Staff

PURPOSES

The procedures and factors set forth in this document have several different purposes. First, they should assist candidates for tenure and promotion to understand the scope and the process of review to which their credentials are subject. They should help describe to candidates for tenure and promotion some of the activities that may constitute evidence of scholarship, job performance, and professional achievement and service--the criteria for tenure and promotion set forth by the collective bargaining contract. (For a fuller statement of the criteria see articles XXII.C and XXIII.A.2, and the descriptive materials later in this document.) As the contract makes clear, however, factors statements are neither inclusive nor exclusive with respect to the evidence that may be considered. "However, such factors are not to be interpreted as standards....Applicants may submit evidence of scholarly or professional achievement, job performance, and service which has not been specifically listed under the factors." (Article XXII.D.2.a and XXIII.B.3.a) The factors should be helpful, but are not determinative in suggesting to candidates the kinds of information they should provide to those engaged in reviewing their candidacies for tenure/and or promotion. Moreover, such factors should initially assist candidates to determine whether their credentials are sufficient to warrant the action (tenure and/or promotion) for which they are applying.

Second, the factors should assist the academic staff and their supervisors in collecting and evaluating evidence of performance by each candidate for tenure and/or promotion. The factors and procedures help define the scope and quality of the evaluation that should be conducted at each level of review, both to alert committees to their responsibilities and also to help elaborate the basis on which judgments are to be made.

Third, the factors are intended to assist administrators by spelling out the process, responsibilities, and decision to be made in a timely manner at each level of review.

Fourth, these factors should assist the candidate and the University to achieve a reasonable degree of consistency in the decision-making process and in the assembling of materials on which judgments are made.

APPLICABILITY AND WEIGHTING OF CRITERIA

The collective bargaining contract sets forth the basis for tenure and promotion decisions.

The assessment of an academic staff candidate's qualifications for tenure shall be based upon excellence in job performance and in appropriate scholarly or professional achievement. Consideration shall also be given to non-instructional service to the department, college, and/or university

and/or public and/or professional service which benefits the university. (Article XXII.C)

The assessments of an academic staff candidate's qualifications for promotion if the candidate is tenured or on the tenure-track shall be based on excellence in job performance, and excellence in appropriate scholarly and professional achievement. (Article XXIII.B.3.a)

The assessments of an academic staff candidate's qualifications for promotion if the candidate is not on a tenure-track appointment shall be based on excellence in job performance. Excellence in professional achievement is also required, but is given secondary weight in promotional decisions. Excellence in scholarly achievement, at the option of the candidate, will be considered but is not required.

For both tenure and promotion considerations for all academic staff candidates, consideration shall also be given to non-instructional service to the department, division, college and/or university and/or public and/or professional service which benefits the university and shall take into consideration such unit, school/college, and university factors as are in force, and the factors enumerated in this document. Assessments of a candidate's qualifications must take into consideration both performance to date and prospects for continued excellence based on that performance. (Article XXII.C and XXIII.B.3.a)

THE CANDIDATE'S APPLICATION

The candidate should complete and submit the university-wide application form.

The candidate should submit a complete and detailed resume, signed and dated to certify that it is accurate and up to date.

The candidate's submission should also include the evidence he/she wishes to have considered as meeting the standard of excellence in scholarship, job performance, professional achievement and service. This should include evidence that addresses the factors listed in the factors statements adopted by the academic unit, the school or college, and the university.

Additional evidence of professional achievement in scholarship, job performance, and professional achievement and service related to the professional may also be considered. The candidate should also submit a list of the names, affiliations, and addresses of four or more people in his/her field who might serve as evaluators of his/her candidacy. These evaluators should be persons who are recognized as having special competence to judge the work of the applicant. The candidate should also submit brief biographies of each of the potential evaluators.

THE PROCESS OF EVALUATION

In academic staff units with promotion and tenure committees, the unit head and the committee initiate the detailed evaluation of a candidate for tenure and or/promotion. In other units that function is carried out by the unit head. If there is a vice president or dean above the unit head, he/she shall serve as a second level review.

The initiating administrator will maintain the candidate's application file, including the materials submitted by the candidate and the materials compiled by administrators and committees. Although the initiating administrator assembles and maintains the candidate's file and submits it to the next level of review, the candidate is ultimately responsible for presenting a full and accurate record of his/her performance.

The initiating administrator and committee develop a basic statement of the candidate's qualifications for tenure and/or promotion. This evaluation shall be based on a full reading of the candidate's submissions, on such additional evidence as may be obtained by the administrator and/or committee to assist them to evaluate the candidate's qualifications, and on the opinions of the selected evaluators as specified below.

Ordinarily, the dean or vice president may base his/her evaluation of the candidate on the materials compiled by the unit head and committee. But if those materials are inconclusive or incomplete, the dean or vice president may seek additional information.

The vice president for academic affairs and the university committee may ordinarily rely on materials and recommendations submitted by the unit head and the committee, as supplemented by the dean or vice president. If the vice president for academic affairs and the university committee find the file incomplete or inconclusive, the vice president for academic affairs may, with the concurrence of the candidate, suspend deadlines and return the file to the unit for additional documentation for submission by a specified date, or may seek additional information from appropriate sources within or outside the University.

The unit head and the promotion and tenure committee and the dean or vice president should each provide separate signed evaluative statements about the candidate's qualifications. Members of review committees who disagree with the conclusions and statements of the committee may submit separate signed opinions setting forth their views, and they are encouraged to do so.

The statements of evaluation (1) should clearly state whether or not the candidate meets the standard of excellence separately in scholarship (if appropriate), job performance, and professional achievement and service; (2) should describe the person's performance on each of these criteria and demonstrate how that performance conforms to the standard of excellence; and (3) should describe the administrator's or committee's procedure for obtaining, reviewing, and evaluating the evidence.

In making assessments, administrators and committee shall refer to the unit, school/college, and university factors and show whether and how the candidate's credentials conform to those factors. Their evaluation is not, however, confined to the kinds of evidence of the professional activities that are mentioned in the factors statements; they may consider other evidence of achievement.

In making tenure evaluations, administrators and faculty committee should keep in mind that: "There is no right to receive tenure but there is a right to fair consideration for tenure . . ." (Chapter XXII.A.) The burden in tenure cases therefore falls on the candidate to demonstrate excellence in job performance and in appropriate scholarly or professional achievement. Tenure

should not be recommended unless the standard of excellence is fully met on these criteria. At the same time, administrators and committees should follow very carefully the procedures set forth in the collective bargaining agreement to assure that a candidate receives fair consideration for tenure.

Similarly, "a recommendation for promotion is based upon a candidate's qualifications in the light of specific department/division, college and University considerations and not primarily upon length of service in rank." (Chapter XXIII.B.3.a) Consequently, the burden in promotion cases also falls upon the candidate to demonstrate excellence in job performance, professional achievement and service, and appropriate scholarly achievement (if appropriate). Promotion should not be recommended unless the standard of excellence is fully met on these criteria. For academic staff not on the tenure track, excellence in job performance is given primary weight. Excellence in professional achievement and service is given secondary weight, but is also required.

ADDITIONAL EVALUATORS

Except where unusual circumstances can be demonstrated by the candidate and the appropriate unit administrator and the dean or vice president, the vice president for academic affairs and the university committee will expect to find recommendations for tenure and promotion supported by letters from evaluators. These should be either people in the candidate's field (when scholarly work is being evaluated), professional colleagues (when professional achievement is being evaluated), or administrators or professional colleagues who can speak knowledgeably (when job performance is being evaluated).

At least four letters should be submitted from evaluators selected by administrators and committees. (The candidate and others may suggest possible names, so long as the actual selections are made by administrators and committees.) These evaluators should be selected for their special competence to judge the applicant and for their objectivity regarding the candidate. Additional letters from other evaluators selected by the candidate or by administrators and committees may also be considered.

All evaluators should be provided with the candidate's resume and with such items of the candidate's promotion and/or tenure portfolio as the evaluator agrees to review. It is especially desirable for evaluators to review as much of the portfolio as they are qualified to review.

The letters of evaluators should be included by the appropriate administrator in the candidate's application file. The letters should be accompanied by a copy of the letter sent to the evaluator seeking his/her assistance, by a brief biography of the evaluator, and by a notation whether each evaluator's name was supplied by the candidate or nominated independently by the administrator and/or committee.

THE STANDARD OF EXCELLENCE

The official mission statement of Wayne State University provides that:

Wayne State University is a national research university with an urban teaching and service mission.

This mission sets the standard of excellence for scholarship, job performance, professional achievement, and service.

In scholarship, excellence consists in making contributions to knowledge that have a demonstrable impact on the candidate's field and that reach at least the same levels of magnitude, quantity and importance as is expected of academic staff at other similar research universities.

In job performance, the standard of excellence is measured by the demonstrable contribution that the academic staff member makes to the university in his/her assigned position. At least the following aspects of the staff member's performance shall be examined: position effectiveness, position efficiency, unit improvement, self-improvement, cooperation, and completeness of performance. Academic staff members should generally be performing their job responsibilities at or near the highest levels of persons in their profession or field at comparable complex research universities.

In professional achievement and service, the standard of excellence is measured not so much by the number of offices held or activities undertaken, although that may be considered, as by the demonstrable substantive value of the academic staff member's contribution to the quality of the university, to the well being of the community, and/or to the advancement of his/her profession or discipline. In all cases, professional achievement and service consist in the application of an academic staff member's knowledge in his/her professional field to benefit the university, the community, and/or his/her profession.

The standard of excellence in scholarship, job performance, professional achievement and service not only requires attainments that are at least as great as the attainments of academic staff members in other public national research universities, but it also contemplates that the quality and quantity of performance of academic staff members at Wayne Sate University improve steadily as national standards themselves become more demanding.

PERFORMANCE AND FUTURE PROSPECTS

For tenure, "the assessment of a candidate's credentials must take into consideration both performance to date and prospects for continued excellence based on that performance." (Chapter XXII.C; emphasis added) While a candidate's work in progress may therefore be considered in tenure cases, such work should be sufficiently tangible and complete to already constitute some level of performance that is susceptible to rigorous assessment that meets the standard of excellence. Most important, however, since prospects for continued excellence are to be based on performance to date, an applicant for tenure should not only have achieved excellence in scholarship, job performance, professional achievement and service, but he/she should also have done so with a degree of continuity and in a sufficient variety of ways through the pre-tenure period to demonstrate a very strong commitment to academic work, creativity in identifying and meeting new challenges, and adaptability to the changing demands to his/her field.

For promotion, the assessments of a candidate's qualifications "must take into consideration proven professional abilities, professional experience and potential for continued professional growth and leadership as appropriate to the candidate's current and contemplated ranks." (Article XXIII.B.3.a)

PROMOTION FROM RANK TO RANK

The level of achievement in scholarship, job performance, professional achievement and service that is necessary for promotion increases for each higher academic rank.

For academic staff in tenure/tenure-track positions, the assessments of a candidate's qualification shall be based on excellence in job performance, and excellence in appropriate scholarly and professional achievement. (Article XXIII.B.3.a)

For academic staff not on a tenure track appointment, the assessments of a candidate's qualifications shall be based on excellence in job performance. Excellence in professional achievement is also required, but is given secondary weight. Excellence in scholarly achievement, at the option of the candidate, will be considered but is not required. (Article XXIII.B.3.a)

For both tenure-track and nontenure-track candidates, consideration shall also be given to service to the department, division, college and/or university and/or public and/or professional service, which benefits the university and shall take into consideration such unit, school/college, and university factors as are in force. (Article XXIII.B.3.a)

Promotion candidates who are in the Academic Staff Employment Security System shall serve for a minimum of three years at each level prior to eligibility for promotion to the next level. (Article XXIII.B.2)

All promotion candidates to salary grade three or above must have attained at least a Masters degree in an appropriate field of study. (See Article XII for assignment of academic staff classification ranks to salary grades.)

EVALUATION OF JOB PERFORMANCE

Academic staff members should be undertaking the full scope of job responsibilities described in their position description with a very high degree of effectiveness and efficiency, should be engaging in substantial innovation to improve the functionality of their unit, should be cooperating with the university to implement new systems, should be making vigorous efforts to improve their job skills through study or other activities, should be progressing and committed to a program of self-improvement, should demonstrate a cooperative attitude in achieving unit and university objectives, and should be serving effectively on committees relating to the unit's work. Academic staff members should be persons performing their job responsibilities at or near the highest levels of persons in their profession or field at comparable complex research universities.

EVALUATION OF SCHOLARSHIP

Publication of books, journal articles, chapters, and similar materials that contribute directly to the advancement of knowledge is an essential part of the scholarly achievement of academic staff who are tenured or on the tenure-track. Other academic staff members of the academic staff may choose to submit scholarly work for evaluation for promotion, but scholarly work is only required of those who are tenured or on the tenure-track. The scope and standing of the journals in which publication occurs, the reputation of the publishing house, the refereeing process to which submitted materials are subject, the selectivity of the journal or publisher, and similar measures of quality should be carefully considered.

Other published contributions may importantly supplement the record of scholarship, including published abstracts, book reviews, etc. Again, the reputation, selectivity, and reviewing procedures of the publisher should be taken into account.

Papers and presentations at professional meetings make a contribution to scholarship, but their importance is not as great as published work because they are not as widely and readily available throughout the profession. Papers should be read and evaluated by appropriate committees and administrators. In addition, the prestige of the meeting, the selectivity of the conference, the scope of the meeting (e.g., local, national), the character of the audience, and similar considerations may be evidence of the importance of the scholarly work.

In all cases, recognition in the discipline of scholarly work should be given heavy weight. This would include prizes, favorable reviews, wide and favorable citation of scholarly work, and similar recognition of the quality and importance of scholarly contributions.

EVALUATION OF PROFESSIONAL ACHIEVEMENT

Recognition for professional achievement should include a record of presentation of papers, talks, demonstrations, workshops, etc., which advance the work of the university and of the academic staff member's professional field and are susceptible to external verification. There will be involvement in the state, regional, and national professional organizations related to the member's field, at a level consistent with his/her classification level and years of experience in the field and which would be consistent with the expectations of persons in equivalent positions in the nation's research universities.

Recognition might also include application for grants related to the improvement of the university's ability to more easily meet its goals and objectives or additional professional training that advances the academic staff member's knowledge in the field.

EVALUATION OF SERVICE

Service activities are also considered in tenure and promotion deliberations.

In evaluating service within the University, the importance and duration of the assignment together with the extent and effectiveness of participation of the candidate should be considered.

Hence, distinctions should be made between very important and nominal service assignments, between brief and extended service, between regular and erratic participation, and between effective and ineffective involvement. Merely holding committee or other assignments does not meet the standard for service; it is the extent and effectiveness of participation that bears on the quality of the candidate's service contribution. Evaluation by the committees and academic administrators should detail the character of the responsibilities and the candidate's contributions in meeting those responsibilities.

Community or public service entails the application of a candidate's knowledge of his/her profession on behalf of individuals, foundations, agencies, organizations or other entities in the public or private sector. Where service is manifested in written reports or other documented contributions, these should be reviewed and evaluated by the committees and academic administrators. A mere listing of service activities in the resume is not sufficient to meet the standard for community service; nor should the sole evidence of such service be information provided by the candidate. Instead, administrators and committees should seek impartial evidence for and evaluation of the quality and scope of the professional service provided by the candidate.

Service to the profession may involve service to academic associations and/or to professional associations. Hence, an academic staff member in the Office of Admissions may make contributions to the associations in his/her field and/or to the American Association of Collegiate Registrars and Admissions Officers, or other groups relating to professional practice in his/her field.

Service to a profession may also include serving as an officer of professional groups, serving on examining or licensing bodies of the profession, advising government agencies or private entities on matters relating to professional practice, and similar activities that advance the profession and enhance its contributions to society at large. Simply holding positions in professional associations does not meet the standard of service; it is the quality and extent of participation and the magnitude of responsibility that are essential in tenure and promotion considerations. The quality and scope of each kind of service activity should be carefully defined and evaluated. Administrators and committees should seek impartial evidence for and evaluation of the quality and scope of the professional service provided by the candidate.

No candidate can be expected to undertake all of the activities listed as examples of scholarship, job performance, professional achievement and service. Nor is the evidence of scholarship, job performance, professional achievement and service limited to the activities listed in this document. Both the candidate and the evaluating committees and administrators are free to review additional activities that meet the contractual criteria. In all endeavors there must be clear evidence that the candidate meets the standard of excellence.