

MEMORANDUM

TO: Fort Wayne Senate

FROM: Andrew Downs, Chair  
Promotion and Tenure Task Force (P&TTF)

DATE: April 27, 2015

SUBJ: Guiding principles of promotion and tenure at IPFW

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WHEREAS, SD 13-01 created the Promotion and Tenure Task Force (P&TTF); and

WHEREAS, the P&TTF has met 32 times and sought input from faculty regarding the promotion and tenure policy and procedure at IPFW;

WHEREAS, the P&TTF has drafted *Guiding Principles for Promotion and Tenure*;

BE IT RESOLVED, that the Fort Wayne Senate adopt SD 14-35 as the guiding principles for promotion and tenure at IPFW; and

BE IT FURTHER RESOLVED, that “SD XX-XX” be replaced on page one of SD 14-35 with the appropriate senate document number after the guiding principles for clinical faculty is developed and approved.

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## GUIDING PRINCIPLES FOR PROMOTION AND TENURE

(Information regarding promotion guiding principles for clinical faculty can be found in SD XX-XX)

IPFW is a multi-system regional comprehensive university that is committed to maintaining a standard of excellence for teaching, research and/or creative endeavor, and service in its diverse programs, departments, and schools/colleges. Maintaining this standard can be accomplished only by employing, granting tenure to, and promoting faculty who share this mission.

The most important decisions in the academic profession, for the individual and for the institution, regard the granting of tenure and the awarding of promotion. Promotion is recognition of past achievement; tenure, a statement of confidence in future achievement.

The granting of tenure involves a commitment on the part of the University for the working lifetime of the faculty member. The granting of tenure has a significant impact on the faculty member, the University community, its students, and the citizens of the state. With tenure a faculty member receives the opportunity to teach, study, and serve for the duration of her/his professional career in a community which protects academic freedom, provides adequate material rewards, and encourages intellectual growth. The University benefits by retaining tenured faculty who engage in the confident and disciplined pursuit of excellence. "Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society." (American Association of University Professors)

Significant diversity exists with respect to the needs and goals of programs, and the ways in which faculty contribute to the university. Such diversity is essential to the intellectual health of the university and its success in meeting its mission. At the same time, pursuit of the university's mission and goals unifies all programs and gives a sense of shared purpose while preserving and fostering diversity of work. This document lays out guiding principles that are reflective of the university's mission, vision, goals, and values. Departments must define criteria for promotion and tenure for their faculty that are appropriate for their respective disciplines, but that are also in keeping with these guiding principles.

The granting of tenure and/or promotion is the university's recognition that individual faculty members have successfully met their department's criteria, and in so doing, have worked to advance the university's mission and goals. Promotion and tenure criteria are the standards for summative judgment, and as such, must be guidelines for faculty development. Departments must develop their own promotion and tenure policies, defining criteria for excellence and competence in teaching, research and/or creative endeavor, and service at all levels, except excellence in service to associate professor. A department's policy should define what the department means by "teaching," "research and/or creative endeavor," and "service," and list activities and achievements properly associated with those terms, along with qualitative standards by which they may be judged.

The promotion and tenure policies developed by each department must be clear, meaningful, and include criteria for being tenured and promoted. They must be consistent in content with the guiding principles laid out in this document. The promotion and tenure policies and criteria adopted by a department must be used uniformly as the only standard by which to judge cases for promotion and tenure from that department.

The decision to grant tenure, usually made at an early point in a colleague's career and/or after only a relatively short time has been spent at this university, must depend in part on what has been achieved in teaching, research, and service, and, to a greater degree, on what the candidate can reasonably be expected to achieve in these areas in the future. Those responsible for recommendations and decisions regarding tenure must also pay due regard to the mission of the candidate's unit and her/his contribution to it.

All candidates for promotion to Associate Professor and for tenure must demonstrate excellence in teaching or research and/or creative endeavor. All candidates for promotion to Professor must demonstrate excellence in teaching, research and/or creative endeavor, or service. All candidates must also demonstrate competence in the other categories. Candidates must choose to demonstrate excellence in only one category.

## TEACHING

IPFW faculty are expected to demonstrate a significant and ongoing commitment to advancing student learning and fostering student success. Such a commitment is reflected, in part, by remaining current in the content and pedagogy appropriate to one's discipline, but is also reflected in the continual consideration of one's own teaching effectiveness. This expectation extends to all faculty who teach, regardless of rank.

Teaching can, does, and should occur in a variety of contexts – including (but not limited to) the classroom. A range of activities that affect student learning – directly and indirectly – should be considered when documenting and evaluating one's teaching effectiveness. Documentation and formative evaluation should take place over time, and be informed by multiple measures that represent multiple perspectives (e.g., students, professional peers, self-evaluation). Demonstrating competency must include input from outside the department which might be on or beyond the campus. Demonstrating excellence must include input from outside IPFW.

When teaching is the primary basis for promotion to Associate Professor, in addition to demonstrating exemplary classroom teaching, the candidate's performance must clearly exceed the standard of competence in qualitative and quantitative ways.

When teaching is the primary basis for promotion to Professor, in addition to demonstrating exemplary classroom teaching, the candidate should have made significant contributions to teaching, pedagogy, and/or instruction outside their department, and/or in the university system, and/or in their discipline that has led them to gain recognition outside IPFW appropriate to a faculty member at a regional comprehensive campus for their teaching and/or pedagogical work.

The specific standards of competence and excellence, as well as how they are to be documented and evaluated, shall be established by the department and articulated clearly in their promotion and tenure criteria document.

## RESEARCH AND/OR CREATIVE ENDEAVOR

IPFW faculty with research and/or creative endeavor or scholarship duties are expected to be engaged in on-going programs of research and/or creative endeavor or scholarship. This work should reach an audience that extends beyond the campus. Faculty with research and/or creative endeavor or scholarship duties are expected to maintain currency in their discipline and to share their expertise with appropriate academic and/or non-academic communities as defined by department criteria.

While assessing the scholarly and/or creative contributions of a candidate, some of the factors which may be important in establishing excellence are originality, significance, depth of consideration, contribution to the discipline, and relevance to the candidate's teaching. The evaluation of research and/or creative or scholarly outcomes by authorities in the field is accomplished by a variety of means, such as publication, presentation, exhibition, and performance. Documentation concerning the stature of the publication, conference, place of exhibition, or performance venue, the selection process (e.g. refereeing, judging, competition), as well as sources of funding may also be important in establishing excellence. Depending upon the discipline and area of endeavor, some combination of several or all of these aspects may be involved in building a case for excellence. The quantity of research and/or creative endeavor is a sign of productivity; however, its quality is more important. The judgment of the candidate's work is primarily qualitative and it cannot be reduced to quantitative formulae. In general, the widely accepted evaluation practices within the discipline will determine what evidence a candidate includes in a tenure/promotion case. Demonstrating competence must include input from outside the department which might be on or beyond the campus. Demonstrating excellence must include input from outside IPFW.

When research and/or creative endeavor is the primary basis for promotion to Associate Professor, the candidate should have demonstrated appropriate achievement beyond the terminal degree as appropriate for the discipline and as noted in the department's criteria document.

When research and/or creative endeavor is the primary basis for promotion to Professor, the candidate should have gained national or international recognition appropriate to a faculty member at a regional comprehensive campus for his or her work.

The specific standards of competence and excellence, as well as how they are to be documented and evaluated, shall be established by the department and articulated clearly in their promotion and tenure criteria document.

## SERVICE

IPFW faculty at all ranks are expected to take an active role in the campus beyond teaching and research and/or creative endeavor or scholarship; they are encouraged to contribute their expertise on a community, regional, national, and/or international level and/or to participate in professional organizations.

Department criteria should distinguish between professional activities (those related to the faculty member's discipline or assigned university duties, or to the mission of the university) and

nonprofessional activities (those not so related). If a candidate wishes to introduce evidence of service beyond the scope of the department criteria, it is the responsibility of the candidate to demonstrate the relevance of such service to his/her profession, disciplinary area, and/or role as a faculty member at IPFW. The evidence to demonstrate excellence should include both quantity and quality of the service. The evaluation of service as excellent by authorities beyond the campus is accomplished by a variety of means. Demonstrating excellence must include input from outside IPFW.

While faculty are expected to perform service, they are not permitted to pursue promotion to Associate Professor and/or tenure based on excellence in service.

IPFW recognizes that promotion to Professor based on excellence in service is a possibility. Each department must decide if it is an option within that department. The decision of the department must be stated clearly in the department promotion and tenure documents. If service is the primary basis for promotion to Professor, it must represent a contribution to the campus, the community, or the profession of significant impact. Significant impact goes beyond simply serving on a large number of committees or serving on particular committees for extended periods of time.

The specific standards of competence and excellence, as well as how they are to be documented and evaluated, shall be established by the department and articulated clearly in their promotion and tenure criteria document.