

Promotion and Tenure at WesternU



A brief users guide

What is tenure?

- Institutional commitment to faculty member for continuous employment
- Decision based on past performance AND future trajectory
- Safeguards freedom of faculty to shape curriculum according to professional best judgment
- Requires high level of faculty responsibility for ongoing professional growth and achievement



"They can't replace Kermit the frog.
He has tenure."

Tenure process at WesternU

- Candidate Portfolio submitted to college
- College Promotion and Tenure Committee meets to review portfolio – may or may not interview candidate, colleagues, recommenders
- College Promotion and Tenure Committee makes *detailed written recommendation* to College Dean
- College Dean makes *detailed written recommendation* to Provost
- Provost *makes decision detailed in writing* to the candidate, cc's Dean, P & T chair, HR

What Constitutes a Faculty Contract?

- Initial letter of appointment
- Amendments to letter of appointment
- Annual employment agreements with FTEs
- WesternU Faculty handbook
- College Handbook Supplement

*Must include any credit toward tenure
and/or promotion*

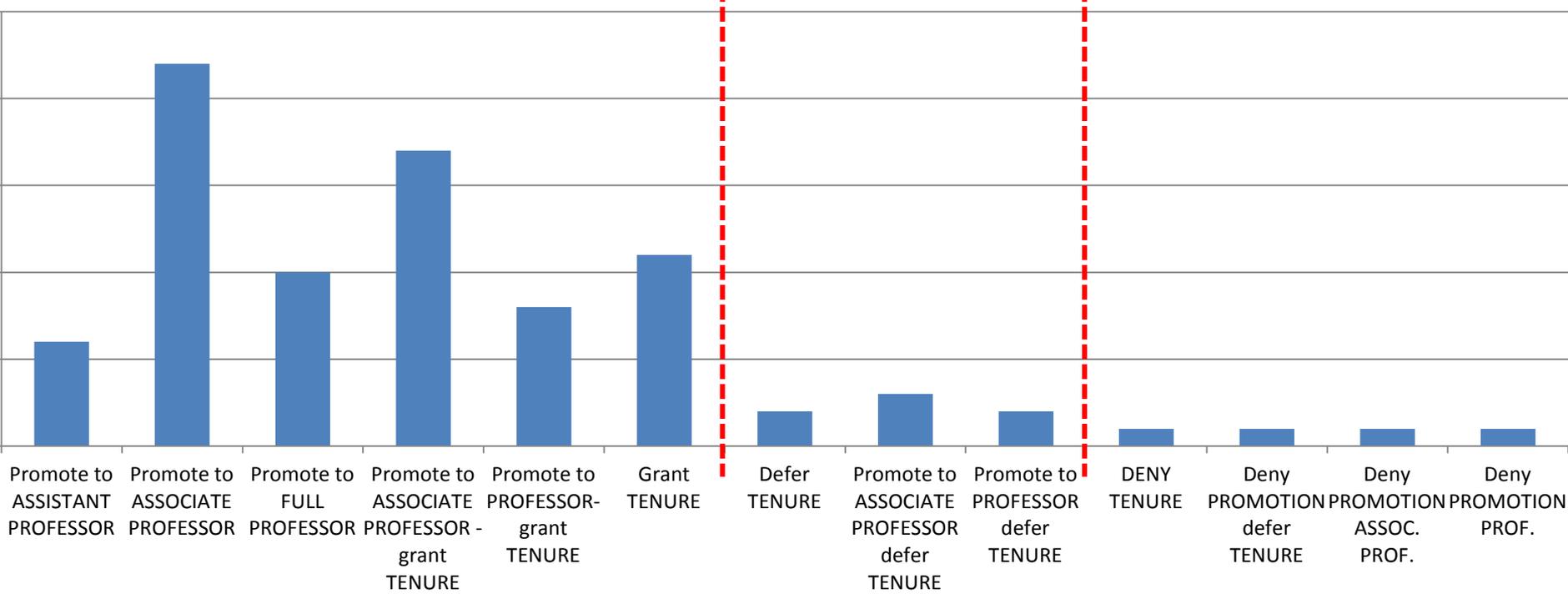


Summary of PROMOTION & TENURE Decisions 2011-15

N=85 faculty

“Faculty-favorable”

“Faculty-adverse”

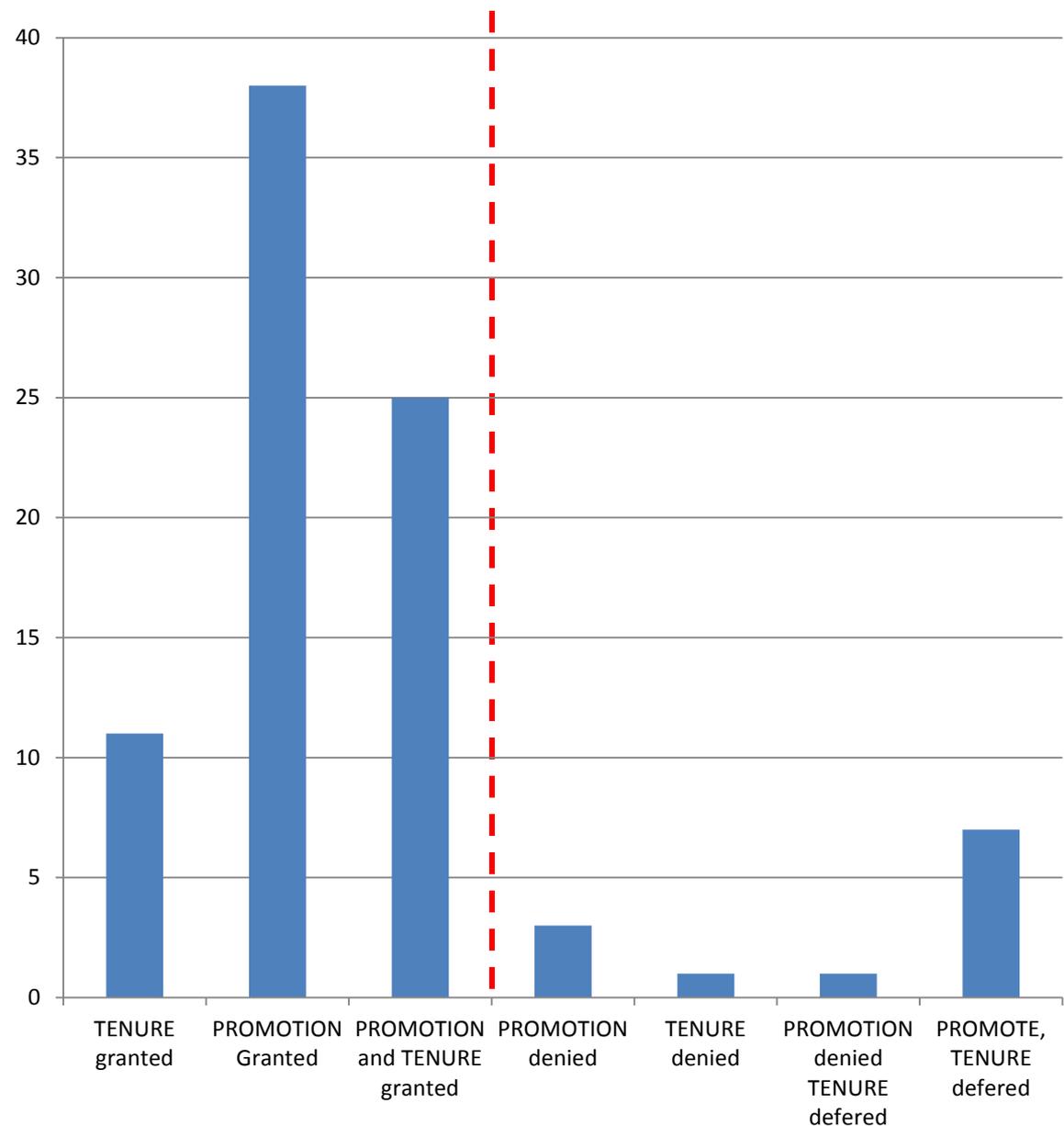


 = number of faculty

Success of TENURE and PROMOTION applications at WesternU 2011-15

86% of tenure-track faculty applying for tenure received it.

93% of faculty applying for PROMOTION received it.

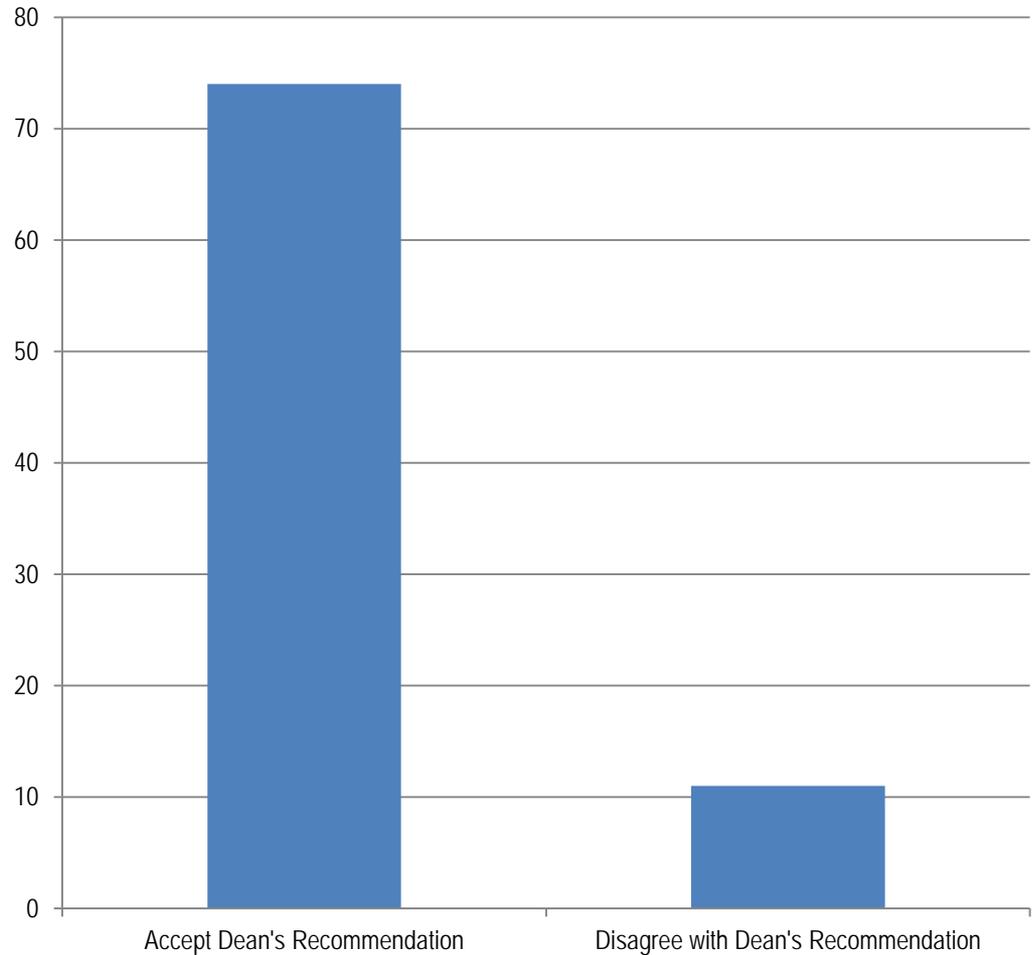


2011-15 Concordance of Provost Office Promotion and Tenure Decision with Deans' Decisions

TOTAL faculty = 85

The Provost accepted the recommendation of the Dean
87%

The Provost modified or reversed the recommendation of the Dean
13%



 = number of faculty

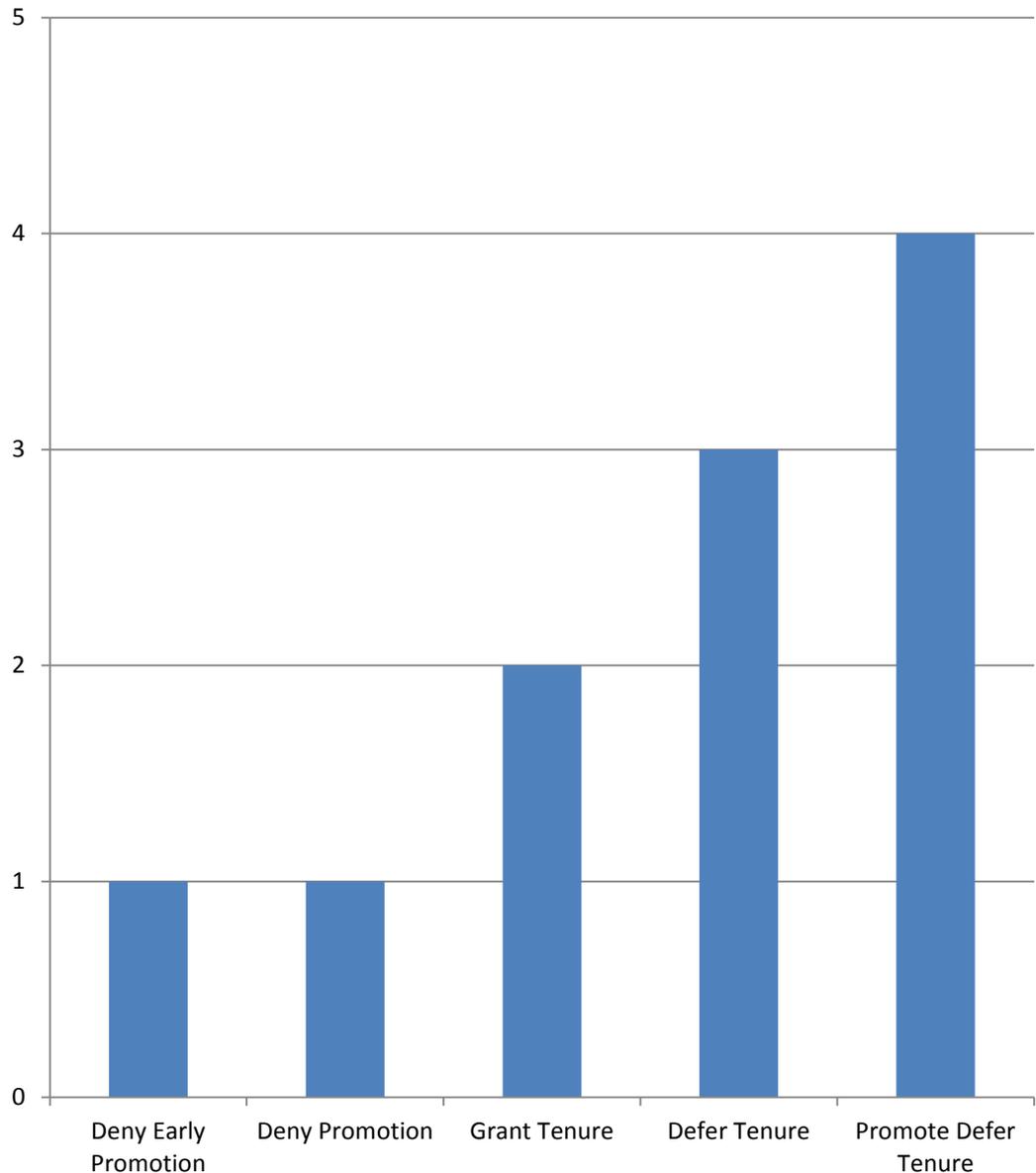
2011-15 Provost Decisions Modifying College Recommendation

Eleven (11) recommendations
from College Deans modified

“Split Decision” to Promote
but Defer Tenure most
common action
= 36% of modifications

**Defer Tenure = 63% of
modifications**

**Provost use of
“Defer Tenure” N= 7
8% of all P & T
decisions**



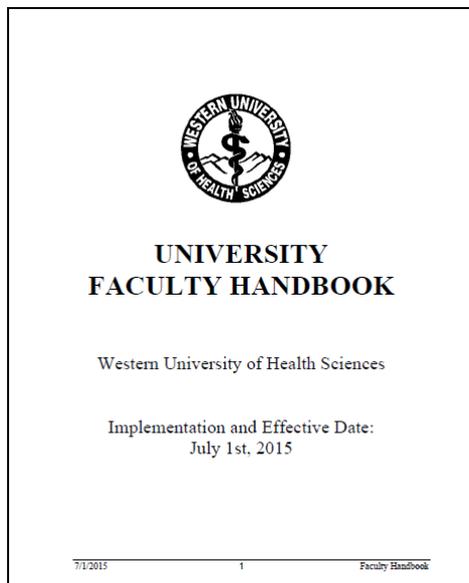


MAKING THE RECOMMENDATION TO THE NEXT LEVEL USEFUL

Or things you should always make sure are you do....

1. Adhere to Handbook Criteria Rigorously and Consistently

- Be familiar with the WesternU Faculty Handbook and your College supplement Promotion and Tenure rules.
- Adhere to the rules and criteria in these documents strictly.
- Make sure the “subsidiary college” is included in all P & T meetings and all written communications regarding joint appointment candidates (>.10 FTE)



“The regular faculty of each College will establish criteria and Procedures for the attainment of tenure and the evaluation of promotion and post tenure review. **The criteria must be included in the College Handbook Supplements** and approved by the College’s Dean, the Faculty Affairs Committee of the Academic Senate and the Provost. **Each College is required to establish a P & T committee** to oversee the process of faculty evaluation for attainment of tenure, promotion and post-tenure review.

WesternU Faculty Handbook Section M.III.2.a.

2. Remember the roles and responsibilities in evaluation of candidates for promotion and tenure.

Multiple individuals in the process have responsibility to assure that candidates are evaluated based upon the published criteria.



- **Candidates** – accurately represent qualifications
- **Committee Chair** – assure the Committee evaluates based upon published criteria
- **Committee** – thorough and unbiased evaluation of candidate’s credentials
- **Dean** – review the candidate’s credentials and the work of the Committee
- **Provost** – assure that the entirety of the process has resulted in a review of the candidate in accordance with the WesternU and College guidelines

3. Write detailed reasons for decisions, backed up with evidence from the candidate's portfolio.

Two to three pages is generally the length of the Promotion and Tenure Committee recommendation letter

One to three pages in generally the length of the Dean's recommendation letter to the Provost.

The Provost's letter to the candidate is generally two – three pages.



- Adverse decisions require even more careful documentation.
- Verify facts if necessary
- Make sure that all relevant information is included in the written letter to the Dean.
- Matters discussed in meetings but not documented in writing cannot be used.

4. Keep internal records of decisions & consult for consistency

- Have chair and recording staff update and maintain these records
- Spreadsheet or table most useful format



5. Plan ahead for Post-Tenure Review

All faculty hired after July 1, 1998 are subject to mandatory post-tenure review

*Faculty Handbook 2015 Section III
M.2.I. p.29*

“All tenured faculty members will undergo post-tenure reviews per the criterion-based review process developed by their specific Colleges. The post-tenure review period must not exceed six years except by special permission of the Dean and Provost, and should be designed to advance faculty development and growth.”



TENURE

I never have to work again!

- If not favorable, P&T/FEC will make written recommendations for remediation
- Plan of remediation will be devised by P&T/FEC, in consultation with faculty member and the Dean
- Must include timeline, may not exceed 2 years
- P&T/FEC will evaluate at end of period. If unsuccessful, then they MUST recommend:
 1. termination for cause
 2. transferal to non-tenured status



FREQUENTLY ASKED QUESTIONS

Or questions that should be asked frequently....

Does the Faculty Handbook authorize the Provost to “defer tenure?”

Yes.

Faculty Handbook 2015 Section III M.2.k. p. 29

“If tenure is denied to a faculty member, the faculty member is ordinarily given a one-year terminal contract. If the Provost defers the tenure decision, written documentation to the candidate must specify the date for resubmission, and specific goals and criteria to be fulfilled prior to reconsideration for tenure”.

What if the College Handbook Supplement contradicts the WesternU Handbook?

The 2015 WesternU Handbook takes precedence.

Faculty Handbook 2015 Section III M.2.d. p.29

In the event that the promotion, tenure and post-tenure decisions of the individual college are found to be in conflict with the University Faculty Handbook, provisions of the University Faculty Handbook will prevail.

What happens if the faculty member has a joint appointment with another college?

There are WesternU Faculty Handbook 2015 rules governing subsidiary appointments.

The “Home College” is designated as the College where the majority appointment is held, based on contractual percent effort in original letter of appointment. . . . In the case of Faculty members who have a subsidiary appointment(s) exceeding 10% (each), at least one member of the Promotion and Tenure Committee of each subsidiary college(s) must be included in all formal deliberations, written and verbal, regarding the candidate by the Home College Promotion and Tenure Committee”.

Is the Promotion and Tenure Committee Recommendation confidential?

Neither the Dean's nor the Promotion and Tenure Committee letter recommending a decision is confidential with regards to the candidate. Copies should be released to the candidate in a "timely manner".

HOWEVER, Promotion and Tenure deliberations are highly confidential and should not be shared outside the committee.

Faculty Handbook 2015 Section III M.2.c. p.28

Any evaluation process should have as its ultimate goal the growth and development of the individual faculty member,. Transparency is necessary to maintain trust. Therefore, written documents created during the tenure, promotion and post-tenure review process, except confidential evaluations and other materials agreed to by all parties in advance as confidential, will be made available to the candidate in a timely manner.

Under what conditions does the tenure clock pause or reset?

All policies related to the tenure clock apply to the post-tenure review timelines as well.

*Faculty Handbook 2015 Section III
M.2.q. p.30*

Clock stops until return

- Sick/Emergency Leave
- Military Leave
- Leave of Absence without pay
- Family and Medical Leave
- 100% Administrative Appointment

Clock continues ticking

- Scholarly leave/Sabbatical leave
- Less than 100% administrative appointment



What if my department chair does not support my candidacy?

There is no special role assigned to the Department Chair evaluation in the University Promotion and Tenure process.

College specific policies should be addressed and clarified with faculty. College Handbook Supplements should make clear if the chair's support is necessary to move further in the process.



Key Dates for Promotion and Tenure Cycle

Autumn 2015

- Candidate submissions for College P & T Committees (consult college handbook supplements)

January-February 2016

- Recommendation letters from College P & T committee to College Dean

March 1st, 2016

- Electronic files submitted to Provost on w:drive/WesternU P & T
 - Dean's Recommendation to Provost
 - P & T Committee Recommendation to Dean
 - Candidate portfolios
 - (Faculty employment agreements and initial letters of appointment)

March-April 2016

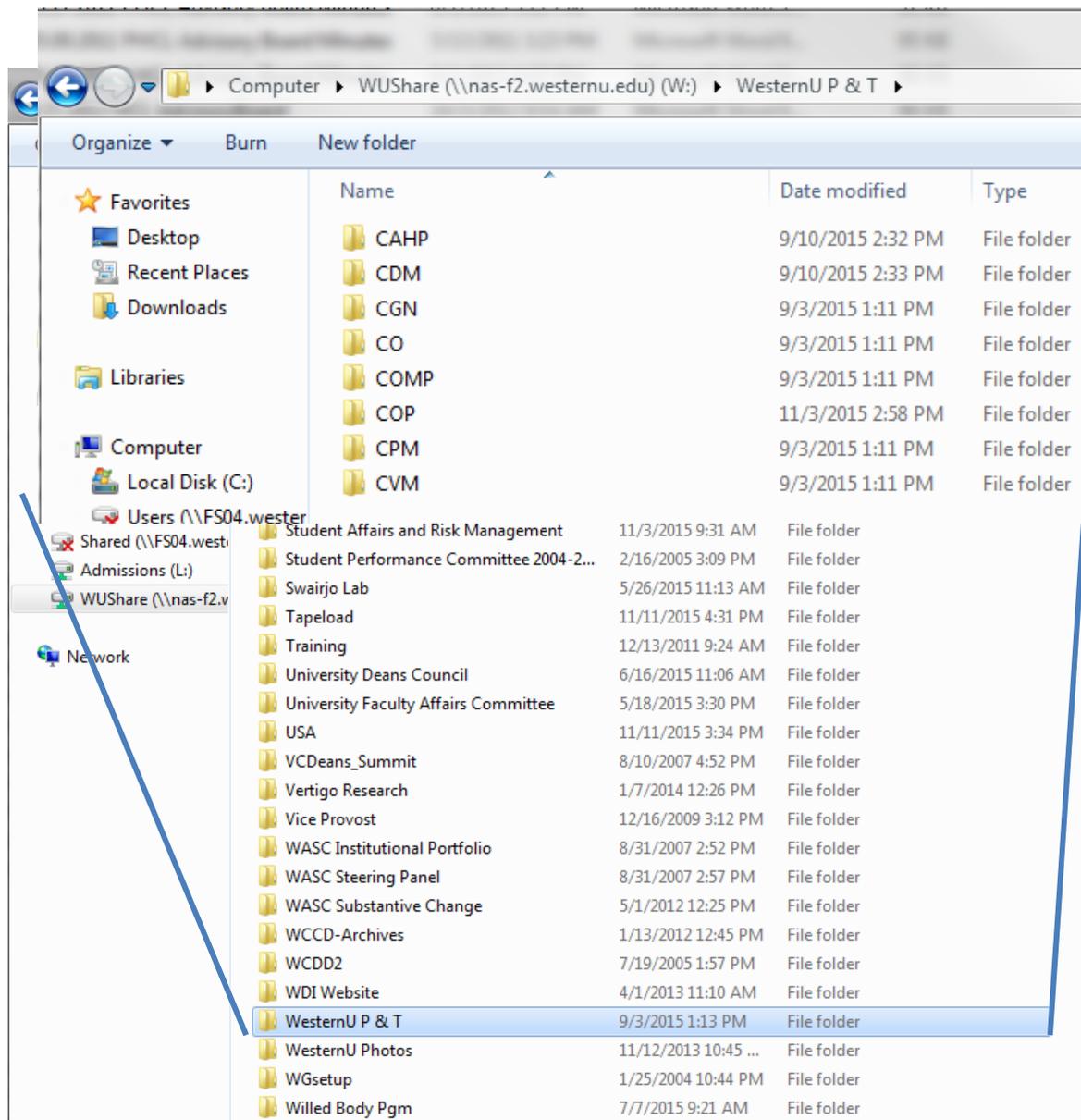
Provost Office Review of recommendations and portfolios.

May-June 2016

Faculty contracts drafted

June-July 1st

Faculty notification of Provost Decisions; cc to Deans and P & T committee chairs



Questions?
Send email to
P&T@westernu.edu

