

GUIDELINES FOR PROMOTION TO PROFESSOR

College of Arts and Sciences



Boise State University

SEPTEMBER 2008

BOISE STATE UNIVERSITY
College of Arts and Sciences
Guidelines for Promotion to Professor

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(Section Numbers Added in January 2009)

I. Scope of Guidelines

These guidelines specify criteria and procedures for the College of Arts and Sciences and apply to faculty whose initial contract dates are on or after July 1, 2008. They govern the awarding of promotion to Professor. Guidelines and procedures for tenure and promotion to Associate Professor are covered in a separate document. Candidates with initial contract dates prior to July 1, 2008, may, until July 2010, apply for promotion to Professor either under these COAS guidelines or under the more general University policy (BSU 4340). After July 1, 2010, all applications for promotion to Professor in COAS are governed by this document.

II. Philosophy and Applicable University Policies

These guidelines are consistent with those outlined in University policy (BSU 4340) but are more specific, providing guidance for 1) individual faculty members, 2) Departments within the College, and 3) the College's Tenure and Promotion Committees. Individual Departments shall specify further criteria, emphasizing meaningful, transparent standards that are specific to their disciplines and to their programs. Committees, Departments and candidates are urged to become acquainted with all pertinent documents.

A. According to BSU 4340, the rank of Professor represents the highest academic achievement which can be attained. This rank should be reserved for those individuals who are truly and demonstrably outstanding among their peers. Thus, a candidate for Professor is expected to have achieved additional distinction clearly above that of an Associate Professor.

B. The University's workload policy (BSU 4560) assumes regularly assigned duties in the areas of Teaching, Scholarly Activity, and Service. All parties are encouraged to regard these three areas as interrelated and to keep in mind the College's mission, which emphasizes both "excellence across the broad area of liberal arts education and research" and "engaging students, faculty, and the surrounding community in artistic, cultural, and intellectual inquiry."

C. BSU 4340 specifies that candidates for promotion will be advanced only when their records clearly demonstrate outstanding performance and commitment to teaching and scholarly activities; these two criteria represent the most significant elements of the faculty's mission at Boise State University. Service, although expected of every

candidate, cannot be considered in place of or substituting for teaching and scholarly activities.

A candidate's professional record will be reviewed as a whole, according to individual assigned work loads, which may be weighted more heavily in one area than another. Whatever the candidate's discipline, the College expects high quality in all three areas. A candidate might demonstrate outstanding performance in a particular area. All candidates, though, must demonstrate consistently strong records that indicate the professional contributions will continue in quality and quantity, as determined by Department standards, in all three areas. Outstanding performance in one area does not compensate for unsatisfactory performance in another. While prior accomplishments will be recognized, emphasis shall be on activities conducted during the candidate's Boise State employment.

D. BSU 4340 specifies that candidates for promotion to Professor must have eight years of full-time experience in an academic rank at an accredited institution of higher learning, but promotion is not automatic after any time period. An individual may apply for promotion during the eighth year of experience but no earlier than during his or her third full year of employment at Boise State University except under extraordinary circumstances. At the time of initial employment as a member of the official faculty, credit given for prior experience shall be clearly indicated in the letter of appointment.

E. Candidates must demonstrate commitment to and support of the Department's educational mission, providing evidence that they have worked with other Department members to achieve Department goals in teaching, research, and service.

F. Denial of promotion to Professor in one year does not limit the candidate's right to request promotion in a subsequent year.

G. Candidates for promotion should consult their Department guidelines for required dates and deadlines. Completed applications are due to the Office of the Dean in October. A full list of College and University dates and deadlines is included in this document under the section on Institutional Review and Procedures.

III. AREAS OF EVALUATION

A. Teaching

Teaching and advising are critical roles of faculty in the College of Arts and Sciences. Effective and outstanding teaching should be recognized as essential for promotion to the rank of Professor.

1. The term *teaching* is broadly defined and includes activities both inside and outside the classroom that support and meaningfully assess student learning and development. Effective teaching is characterized by qualities such as up-to-date knowledge of the subject; interest in the subject; clear, organized classroom presentation appropriate to the level of instruction and nature of the discipline; bringing to the classroom the latest discoveries or techniques; preparing students for graduate study; training students at the highest level of the department; ability to inspire students; maintenance of an appropriate classroom atmosphere; thoughtful design and development of courses; willingness to be current in the use of appropriate technology; responsible grading; clear and willing responses to students; and availability for out-of-class student assistance. In addition, candidates for promotion to Professor should demonstrate activity such as successful mentoring of junior faculty, leadership in curriculum development and assessment, and innovative pedagogy. Department promotion procedures should be designed to assess such qualities.
2. Teaching typically includes offering courses, seminars, field experiences, and workshops through University entities. Teaching activities may also, depending on departmental guidelines, include the following:
 - a. offering non-credit seminars and workshops
 - b. advising and mentoring undergraduate and graduate students by providing guidance on academic programs, student clubs, honors societies, graduate school applications, and the like
 - c. involving undergraduate and graduate students in faculty scholarly and creative activities
 - d. directing undergraduate and graduate scholarly and creative activities (exhibitions, performances, field experiences, internships, theses, dissertations, independent studies, honors projects, service learning, and the like)
 - e. serving on master and doctoral committees
 - f. contributing to curricular development, interdisciplinary programs, and collaborative learning projects
 - g. studying curricular, mentoring, and pedagogical issues; sharing the information with others; and incorporating findings into instructional and advising programs
 - h. receipt of grants in support of teaching and/or curriculum development
3. Candidates should submit selected but comprehensive evidence of their teaching activities and should remember the University's commitment to engaging students in community-based learning, integrating theory and practice, and integrating teaching and research.

4. Departmental assessment should accommodate individual differences in teaching style and should allow for reliable, objective peer observation and evaluation. Documentation of measurable student performance (performance on standardized tests, success in graduate work, satisfaction of employers, and the like) also provides important information. At least one member of the Department promotion committee shall observe and evaluate the candidate's teaching as part of the promotion application. Additional evaluations may be solicited from other members of the Department or through the Center for Teaching and Learning. Evaluations should be based on familiarity with specific aspects of the candidate's teaching, not on hearsay.
5. Each department may establish a faculty committee to implement a rating instrument for student evaluations that is responsive to the unique needs of the department. In accordance with BSU 4300, however, all faculty members must be evaluated by students in their classes a minimum of once per academic year. For purposes of promotion, faculty may choose not to include evaluations conducted for classes outside their normal teaching loads.

III. AREAS OF EVALUATION, cont.

B. Research: Scholarship and Creative Activity

1. The College of Arts and Sciences includes a community of scholars and artists who use varied modes of inquiry and communication to engage in artistic, cultural, and intellectual inquiry. According to BSU 4340, successful candidates for promotion to Professor must clearly demonstrate outstanding performance and commitment to research (which covers both scholarship and creative activity). The College requires clear indications that success in research will continue and expand.

2. Measures of excellence in research remain important and vary from discipline to discipline. Departments shall develop appropriate methods of assessing research and should regularly review their guidelines with the aim of producing a document that reflects a comprehensive and up-to-date understanding of research and methods of evaluation. Department guidelines should provide both candidates and the College committees with clear indications of research expectations for promotion to Professor in their programs, and of how the discipline evaluates research activities. (How, for example, does the discipline factor in things like peer-review, competitive grant awards, invited presentations, juried exhibitions, venue, status as principal investigator, work in new media, etc?) Departments are encouraged to recognize candidates' cultural and intellectual exchange with the community and to encourage integration of research with teaching and learning.

3. Candidates shall be evaluated in light of Department standards, assigned work load, and support provided by the institution. Promotion to Professor normally depends upon successful peer-review of research, as attested by publications, citations, grant success, patents, external letters, etc. While research accomplished prior to employment at Boise State will be recognized, emphasis shall be on research conducted during the candidate's Boise State employment. Research activities may be either individual or collaborative and may (depending on Department guidelines) include the following:

- a. publication of books, monographs, articles, chapters, and creative writing
- b. presentations in new media
- c. performances, exhibitions, master classes and readings
- d. translations, editorial work, and substantive book reviews
- e. collaborative research efforts that involve community or other external partners
- f. practical application of research activities
- g. publication within the scholarship of teaching and learning
- h. receipt of external funding, grants or awards
- i. presentation of research at scholarly conferences
- j. receipt of patents or contracts
- k. professional consulting or adjudicating

III. AREAS OF EVALUATION, cont.

C. Service Activities

1. In accordance with University policy (BSU 4340), the College of Arts and Sciences recognizes three areas of Service:
 - Professional Service in the Discipline
 - Institutional Service
 - Public or Community Service
2. Candidates for Professor must demonstrate a record of sustained, effective service, beyond that expected for promotion to Associate Professor. They should explain in their promotion portfolios how that service is related to University, College or Department goals.
3. The College recognizes that some forms of Service (Community Engagement work, for example, and Service Learning) blur the traditional distinctions between Teaching, Research, and Service. Candidates are advised to make certain that their portfolios are not needlessly repetitive, and to provide in their portfolios clarifications of the connections between Service and other areas of evaluation. Departments should offer guidance on appropriate categories for particular activities.
4. Professional Service in the Discipline includes contributions to discipline-related organizations at the local, regional, national, and international levels. Such activities may include the following:
 - a. holding office in a professional organization, organizing conferences or sessions, chairing sessions
 - b. editorial or referee activities undertaken in the context of work done by professional organizations or by other academic institutions (for example, editing a professional journal; serving as external reviewer for promotion, tenure, or scholarship applications; administering cyberinfrastructure; preparing educational or popular media materials aimed at a broad audience)
 - c. adjudicating performances or exhibitions for national or professional organizations
5. Institutional Service may include administrative, committee, student recruitment and advising work done on the Department, College, and University levels.
6. Public or Community Service may include work that grows out of institutional programs and has the potential for positive effects on the community, the region, or beyond. Public or Community Service activities may include the following:
 - a. community engagement activities that involve the candidate in partnerships with the community (for example, jointly developed, financed, and administered projects that address issues of mutual concern and contribute to regional growth and development)

- b. consulting work (paid or unpaid) that benefits the University or the discipline
- c. community outreach (for example, discipline-related work in public education or awareness; referee work for community museums, galleries, publications, or competitions; discipline-related work with local schools; serving on local task forces or boards)
- d. community-based Service Learning projects that are not listed under the Teaching section

IV. PROCEDURE

A. Eligibility for Promotion to Professor

Faculty are normally eligible to apply for promotion to Professor during the eighth year of full-time experience in an academic rank at an accredited institution of higher learning, but no earlier than during the third full year of employment at Boise State. Full details are covered in BSU Policy 4340.

B. Application for Promotion to Professor

Each Department shall establish a written procedure for reviewing applications for promotion to Professor, and for recommending the awarding or denial of promotion. In accordance with BSU 4320, membership on the departmental personnel committee charged with making recommendations about promotion shall be limited to tenured faculty. In departments that do not use a personnel committee, duties associated with applications for promotion shall be assumed by the Chair (or, in cases where the Chair is a candidate, by a substitute approved by the Dean). Department procedures shall be approved by the Dean and distributed to all tenured Associate Professors.

C. Promotion Portfolio – modified September 2009 to incorporate new requirements by Provost:

A candidate applies for promotion to Professor by submitting a promotion portfolio that documents performance in Teaching, Research, and Service. Portfolios must include the information listed below, in the order given.

Binder #1 (forwarded to Provost with College Committee Recommendation)

1. Curriculum Vitae, including full bibliographic citations for publications and pertinent information regarding exhibitions, presentations, and performances
2. Annual evaluations by the Department Chair for all years since appointment as Associate Professor
3. Recommendation of Department Chair
4. Recommendation of College tenure and promotion committee (prepare tab for later insertion).
5. Recommendation of College Dean (prepare tab for later insertion).
6. Summary of official student teaching evaluations for all courses for at least the last three academic years; do not include individual evaluation forms. If the student evaluations are quantitative in nature (i.e., students are asked to give numeric scores to a series of evaluative questions), then the average scores to each question for each course evaluation are sufficient. For courses in which student evaluations are solely qualitative (i.e., prose only without numeric scoring), then a summary of such evaluations by the department chair and/or department tenure and promotion committee is required.
7. A tab where two or three letters from external experts in the candidate's field will be added. Letters from external experts shall be solicited by the Department Chair and

added after the candidate has submitted the portfolio. External evaluations are held in confidence. Only the committees and individuals directly responsible for decisions of tenure and promotion will have access to the external letters. The candidate is not told who has written these letters, which are provided to the candidate, only if the University is legally required to do so.

Binder #2 (retained in the Dean's office until a final decision is made by the Idaho State Board of Education)

8. Cover letter by candidate that provides context for the materials included in the portfolio
9. Employment Information Sheet (Appendix A)
10. Copy of Letter of Appointment, including information about any credit given for prior service
11. Copy of Department guidelines outlining expectations for promotion to Professor
12. Recommendation of Department promotion committee
13. All self-evaluations and additional peer evaluations required by the Department since appointment as Associate Professor
14. Evidence of Research/Creative Activity
15. Evidence of Teaching Effectiveness and Commitment to Teaching
University Promotion Guidelines (Policy 4340) require inclusion of specific evidence about teaching. Candidates should be certain that their portfolios respond to that policy. Department Chair evaluations and peer evaluations (items 6-9 above) should specifically address Teaching Effectiveness and Commitment to Teaching. In addition, candidates should include evidence of the following:
 - A. Teaching Effectiveness
 - (a) All student evaluations for all courses in the candidate's normal teaching load evaluated during the previous three academic years.
 - (b) Reports of efforts to increase teaching effectiveness: for example, through use of innovation in teaching design, learning activities, or technology use.
 - B. Commitment to Teaching
 - (a) Flexibility in accepting teaching assignments
 - (b) Continuing professional development: for example, participation in teaching conferences and workshops, development of technology skills pertinent to teaching, or visiting comparison institutions.
 - (c) Academic advising or other services to teaching and students above and beyond classroom instruction.

The candidate has the option of providing additional documentation in a supplementary portfolio.

E. Department Review

Once the deadline for submitting materials to the Department has passed, additional items may be added only in accordance with Department guidelines. Letters from external

evaluators shall be added by the Department Chair at the tab prepared in accordance with #11 above. Candidates will not have access to the portfolio until it is returned to the Department Chair at the conclusion of the entire review process.

Following review of the portfolio according to Department guidelines, the Department promotion committee must submit to the Department Chair a recommendation to grant or to deny promotion. Upon receipt of this recommendation, the Department Chair shall make his or her own recommendation and forward to the candidate copies of both recommendations. Each of these documents shall also be included in the candidate's portfolio.

F. Institutional Review and Procedures

College promotion committees shall consider only materials submitted in the candidate's portfolio. Informal or unsolicited opinions, written or unwritten, shall not be considered.

In accordance with BSU 4340, the dates below must be observed. ***Candidates are advised to check their Department guidelines for additional due dates.***

1. *By October 15:* The Department Chair shall forward the promotion portfolio to the appropriate College committee. (See Appendix B for description of College committees.) The portfolio shall include the recommendation of the Department committee and the recommendation of the Department Chair. At this point, no additional material may be added to the portfolio unless requested by the College committee, the Dean, or the Provost.
2. *By December 1:* The appropriate College promotion committee shall review the portfolio, evaluate the portfolio in accordance with College guidelines, vote to award or deny promotion. The committee will notify the faculty member in writing of its recommendation within three working days of the decision. If the recommendation is to deny promotion, the faculty member may request a meeting with the committee within five (5) working days of the notification. If requested, the committee must grant a meeting with the faculty member within five (5) working days of the request.
3. *By December 15:* The College promotion committees shall forward to the Dean all portfolios and all recommendations concerning the awarding of promotion.
4. *By January 15:* Within three (3) working days of making a decision, the Dean shall send written notification of his or her recommendation to the candidate. If the recommendation is to deny promotion, the faculty member may, within five (5) working days of notification, request a meeting with the Dean. If requested, the Dean will grant a meeting within five (5) working days of the request.
5. *By January 31:* The Dean will forward all promotion recommendations sent to him, together with his or her recommendation, to the Provost and Vice-President for Academic Affairs.

6. *By March 1:* The President (in consultation with the Provost and vice-President for Academic Affairs) will make a decision and notify the faculty member. If the decision is to deny promotion, the faculty member may request a meeting with the President. The President must grant such a meeting, if requested.
The President notifies the candidate of his or her decision.

a. The candidate retains the option of withdrawing the application at any point in the above process.

b. In the semi-annual report to the State Board of Education, the University President submits a list of individuals approved for promotion, their new rank, department assignment, salary, and effective date.

G. Disposition and Custody of Confidential Files

Once the process has been concluded, the Office of the Dean shall remove and keep on file all external letters. The portfolio will be returned to the Chair who shall review it to be certain that external letters have been removed and return it to the applicant.

APPENDIX A

College of Arts and Sciences
EMPLOYMENT INFORMATION SHEET

Name _____ Current Date _____

Department _____

Date of Employment _____ Years at Boise State _____

Academic Rank _____ Years in Rank _____

Have you received credit for prior experience? Yes _____ No _____

If yes, describe here and include documentation:

Annual workload units (WU) totaling 30 for all years of Boise State employment:

Year	Teaching WU	Research WU	Service WU

APPENDIX B

College Promotion Committees

The College of Arts and Sciences establishes two committees to review applications for promotion. A Science and Mathematics Committee reviews applications from the Departments of Biological Sciences, Chemistry and Biochemistry, Geosciences, Mathematics, and Physics. An Arts and Humanities Committee reviews applications from the Departments of Art, English, Modern Languages and Literatures, Music, Philosophy, and Theatre Arts.

In accordance with BSU 4310, each committee shall consist of five or more official faculty members and one student. The majority of the faculty shall be tenured, and at least one of the faculty shall be untenured. Each committee shall consist of one tenured member from each candidate's department; one non-tenured member from any department; one student representative; and one or more representatives from outside the candidate's Department.

The committees are appointed by the Dean no later than October 15 from a list of faculty candidates elected by the Departments, and one student picked by the appropriate student government officer from a list compiled by the Dean from names submitted by Department Chairs.

At least one-third of the committee shall serve for a period of two consecutive years, to maintain a sense of continuity within the committee.

Each committee member has one equal vote on all matters. Committee members are not bound by decisions made at the Department level; each committee member votes independently.

Deliberations of the committees are confidential and no minutes are required or permitted.

Committee members review candidate portfolios in the Office of the Dean. Portfolios may not leave the Office of the Dean until they are forwarded to the Provost.

APPENDIX C

Guidelines for External Review Letters

External peer review is particularly important for promotion to Professor, and three to five letters from external experts in the candidate's field must be included in the promotion portfolio.

Procedure:

A. The Candidate:

By May 15 of the year in which promotion is being sought, the candidate shall supply the Department Chair with

1. a list of six names and addresses of potential outside evaluators. For promotion to Professor, all external letters should come from tenured Associate Professors or Professors with records of excellence in the area of specialty. Letters may not come from the candidate's dissertation advisors, former faculty, or anyone else with a vested interest in the candidate's success.
2. five copies of a research portfolio. The research portfolio shall consist of a current curriculum vitae (including indication of all grant funds received), copies of all publications during the previous five years, copies of all manuscripts accepted for publication, a clear record of all exhibitions or performances during the previous five years.

B. The Department Chair:

1. The Chair shall select three to five external evaluators, at least one of whom will not be from the candidate's list. Only the committees and individuals directly responsible for decisions of tenure and promotion will have access to external letters. The candidate will not be told who has written, and external letters will be provided to the candidate only if the University is legally required to do so.
 - a. By May 20, the Chair will contact potential external evaluators and identify individuals willing to serve in this capacity.
 - b. By May 31, the Chair will send a copy of the candidate's research portfolio to each external evaluator along with Departmental Promotion guidelines and the website address for the College guidelines. The Chair shall request that responses be received by September 1. Candidates shall not be given the identities of the external evaluators.
2. The Chair shall ask external evaluators to assess the quality of the candidate's work, its importance to the field, and the potential for future contributions by the candidate. External evaluators shall not be asked to make a recommendation about the awarding of promotion at Boise State. The Chair shall ask each external evaluator

to provide a copy of his or her cv, and to describe how knowledge of the candidate's work was acquired. Letters should go out in a standardized format, and the candidate should be able to see the template letter, though not the names of individuals to whom it was sent.

3. Once the deadline for submitting materials to the Department has passed, the Department Chair shall add the external letters (and a curriculum vitae for each writer) to the portfolio at the appropriate tab. Candidates shall not have access to the portfolio until the conclusion of the entire review process, when the Office of the Dean shall remove and keep on file all external letters and cv's. The portfolio shall be returned to the Department Chair, who shall check to be certain external letters have been removed and return the portfolio to the candidate.

4. During the process, the Chair shall also keep on file a copy of the candidate's research portfolio and a copy of each external evaluation received. At the conclusion of the process, the copy of the research portfolio, but not the external evaluations, shall be returned to the candidate.

5. In the event the Department Chair is a candidate for promotion, the above duties shall be assumed by an appropriate individual approved by the Dean.

6. Sample Letter

Departments should adapt the letter below to meet their needs and provide any important contexts. A department may, for example, wish to specify what degrees and certificates it offers. It may be appropriate to indicate the level of support provided to the candidate in the form of start up funds and the like. Etc.

The italicized paragraph *must* be included in all letters to external evaluators.

Candidates have the right to review the template letter but shall not be told to whom it is being sent.

Dear _____.

Thank you for agreeing to serve as an outside evaluator of the research of _____, who is a candidate for promotion to the rank of Professor in the Department of _____ at Boise State University. We know how busy your schedule is and appreciate your agreeing to serve in this capacity.

In accordance with the College of Arts and Sciences "Guidelines for Awarding Promotion to Professor," you are being asked to comment on the quality of the candidate's research and on the importance of that research to the discipline. We also ask that you assess the potential of the candidate for continued contributions in the future. We are not requesting that you make a recommendation about the awarding of promotion.

Enclosed are a copy of the Department guidelines and a copy of the candidate's research portfolio. Dr. _____'s assigned workload is _____.

College guidelines may be accessed at _____. We would appreciate your evaluation of the following aspects:

1. Quality: Does the research reflect sound work in the field? Has it appeared in respected venues?
2. Significance: Are regular and significant contributions to the field being made?
3. Potential: What expectations about future productivity and importance seem reasonable?

Please indicate how you have learned about the candidate's work, disclose any potential conflicts of interest, send the evaluation on institutional letterhead, and include a copy of your cv. We have no specified length or format.

Only committees and individuals directly responsible for decisions about promotion will have access to your letter. The candidate will not be told who has written, and letters from external evaluators will be provided to the candidate only if the University is legally required to do so.

In order for us to complete a timely promotion review, I would appreciate receiving your evaluation by September 1. There is no need to return materials in the candidate's research portfolio.

Thank you again. If you have questions, please contact me at _____.

Sincerely,