

Standards for Promotion and Tenure
College of Arts and Sciences
The University of Michigan-Flint
Approved April 2008

The rank of associate professor or professor is awarded only to persons of documented professional ability. Usually appointments at these ranks carry tenure; i.e., they continue until retirement, resignation or termination for cause as provided in the By-laws of the Board of Regents.

The University of Michigan-Flint's mission statement reads:

The Flint campus of the University of Michigan is a community of diverse learners and scholars, where students from this region and beyond prepare for leadership, achievement, and service through interactive instruction in the arts, sciences, humanities and professions. Our mission rests on three pillars: excellence in teaching, learning and scholarship; student centeredness; and engaged citizenship. Our students become leaders in their fields, in their professions and in their communities.

In keeping with this mission statement, the College seeks faculty who are fully engaged members of the University of Michigan-Flint academic community.

In the College of Arts and Sciences categories of faculty performance and achievement are:

Effectiveness in teaching and facilitation of student learning

Scholarly and/or creative achievement and distinction

Meaningful service to UM-Flint, one's profession, and the community

Individual faculty members and their departments or programs are responsible for keeping complete records of evidence relating to all three categories. At the time of consideration for promotion, candidates will submit a statement setting forth their philosophy, achievements, and future goals in these three categories, together with an analysis of how their accomplishments relate to these mission-centered goals.

The guidelines set forth in this document outline common, guiding principles and accepted practices and standards of the College of Arts and Sciences. College departments are charged with devising promotion and

tenure guidelines that provide more discipline-specific guidance to candidates in that department. The department establishes norms within the department in light of College guidelines and expectations. Department norms may not be in conflict with College guidelines. Department guidelines are subject to the review and approval of the College's Executive Committee and Dean. Departments should review their guidelines every two years.

Description of Categories

1. **Effectiveness in teaching and facilitation of student learning.** While achievement in all three categories is mandatory, the College has been consistent in placing strongest emphasis on effective teaching and facilitation of student learning. This focus is embodied in the University mission statement's pillars of "excellence in teaching [and] learning," and "student-centeredness." Evidence of excellence in this category is essential for promotion to both ranks. Promotion to associate professor, with tenure, requires a record of pedagogical reflection and development, involvement with students, and conspicuous competence in one's teaching areas. Promotion to professor, with tenure, requires a record of continued pedagogical growth, ongoing engagement with students, and currency and mastery of course content. Quality teaching and facilitation of student learning should be documented by multiple measures, including many that demonstrate effectiveness beyond the classroom. Candidates for promotion to both ranks will be evaluated based on the same type of evidence.

Documentation should address the following to provide a well-rounded picture of the candidate as teacher. Items 1 through 8 are mandatory. Items 9 through 12 are optional:

1. course syllabi. (In cases where a course has been taught multiple times, candidates may include the initial and most recent syllabi for the course.)
2. select examples of course materials, such as lab manuals, assignments, sample exams, web-pages, CDs, as appropriate.
3. student evaluations. For promotion to associate professor, with tenure, evaluations for all courses taught at UM-Flint should be included. For promotion to professor, with tenure, all course evaluations for the previous six years should be included. In all cases data must include tallies provided in typed form, along with at least one measure of central tendency (mean or median), and typed copies of all comments.

4. evaluations by faculty colleagues, conducted over a period of time.
5. evidence of contributions to course development or revision and/or program development or revision.
6. evidence of active engagement in the academic assessment process.
7. evidence of involvement in academic advising.
8. select and limited commentary from students and alumni with information about how obtained.
9. evidence the faculty has engaged students in undergraduate research or creative activities which go beyond stated degree requirements, if appropriate.
10. evidence of active engagement with graduate programs, if appropriate.
11. evidence that the candidate utilizes appropriate technology in a manner that enhances teaching and learning.
12. DVD, video or audio documentation of classroom activities, processes, or productions, if appropriate.

Additional materials that testify to effective teaching and learning are welcome, but should be used selectively.

The College believes that effective teaching and facilitation of learning involve much more than the classroom persona. Teaching and student learning are complex matters. It is the College's view that multiple means of assessment help present a fuller picture of a well-rounded, engaged, thoughtful teacher committed to student learning.

If at any time candidates have questions about what it is appropriate to include in a teaching and learning portfolio, they are strongly encouraged to consult with the Dean.

*Please note: In many of the examples cited above, the use of student work, whether in the form of letters, assignments, papers, publications, presentations, creative works or projects, is involved. In accordance with the University of Michigan's desire to protect student privacy, the permission of students **must** be obtained when including their work. All faculty, Departments and/or Promotion Committees contemplating use of student work are advised to secure timely permissions from students for all information that might be utilized in a promotion case, even if that case may be several years distant.*

2. Scholarly and Creative Activities. In keeping with the University of Michigan-Flint's mission statement supporting excellence in research, candidates for promotion will be evaluated on the quality, significance and contribution of their scholarly and creative work. Attainments should occur in areas related to the candidate's discipline, allied interdisciplinary areas, and/or appropriate pedagogical endeavors. These attainments may include creative works, applied research, and/or traditional scholarship in the arts, sciences, humanities and social sciences, as well as discipline-based scholarship rooted in pedagogy.

The quality of the scholarly or creative activity is more important than its volume. The candidate's work should make a *significant positive* contribution to the individual's field.

The College of Arts and Sciences obtains a minimum of five confidential evaluations from outside reviewers regarding the professional development of a candidate for promotion to both Associate Professor and Professor. Such reviews are intended to verify the high quality of scholarly, applied, creative or pedagogical work. Reviews are advisory to the Dean and Executive Committee. Favorable external evaluations are not a guarantee of a positive recommendation for promotion and tenure.

For promotion to Associate Professor with tenure, and unless other understandings are put in place at the time of initial appointment, candidates must establish a scholarly or creative record *while employed* at the University of Michigan-Flint. The most important components of such a record are peer reviewed publications, adjudicated creative attainments, or equivalent measures of professional accomplishment. Since decisions about tenure have long term implications, candidates' accomplishments are judged rigorously. Candidates should also demonstrate promise of future productivity.

For promotion to Professor with tenure, and unless other understandings are put in place at the time of initial appointment, further productivity should have been realized through sustained scholarly, applied, creative or pedagogical achievements. The work presented should demonstrate both high quality and a high level of professional maturity. Candidate should also demonstrate promise of future productivity.

3. **Service.** In keeping with the University of Michigan-Flint’s mission statement promoting “engaged citizenship”, candidates for promotion and tenure will be evaluated on the basis of meaningful service to UM-Flint, their profession, and the community. Appropriate service activities can be made within the College, at the University level, in the candidate’s professional or creative field, and in the local or regional community and beyond.

Candidates for promotion are expected to function as academic citizens, providing high quality, engaged service to the institution. This often takes the form of work on department, College or University committees, task forces or planning groups. Engaged service to the community may include activities provided by reason of the pedagogical, scholarly or creative expertise of the faculty member. Finally, engaged service may also include participation and leadership in professional associations. The appropriateness of the individual’s service activities depends upon the candidate’s discipline, skills, aptitudes, and interests, but, in accordance with our mission statement, all candidates are expected to participate fully in the life and governance of the University of Michigan-Flint. As scholars and creative artists they will retain an active interest in relevant professional organizations, and as good citizens they will seek opportunities to share their talents and expertise in their communities.

For promotion to Associate Professor, candidates must establish a record of effective, high quality, productive service. Junior and senior faculty are expected to be visible, participating members of the College, University, and community. Service to the community and profession complement and invigorate university service. Service that is department, committee, community or profession-based is most effectively evaluated by other individuals participating in, or benefiting from, the service activity. Evidence of quality of service must be presented as part of the promotion package.

For promotion to Professor, in addition to maintaining a record as a visible, participating and engaged University faculty member, candidates must display leadership and breadth in university service. Substantial accomplishment in service to the larger society and profession enhances the overall record in service.

Timing

Promotion is not automatic and only partially dependent on length of service. These features hold true both for promotion from Assistant to Associate Professor, and from Associate Professor to Professor. The usual probationary period for Assistant Professors is six years. Candidates for promotion to Professor will likely minimally need a similar period of time to establish an appropriate record. Exceptionally strong cases may be considered earlier.

Please consult the Dean if you have any questions.

The Dean and Executive Committee shall review promotion and tenure guidelines annually at the conclusion of the College's review of promotion and tenure cases.

Rev Mar 2802; Apr 0802; Sept 3002; Nov-Apr 07/08