Informational Community Meeting
Teaching & Research Track

Committee on Appointments and Promotions
(COAP)

Adapted From Faculty Handbook & Prior COAP Informational Meetings

Welcome!

Congrats on considering going up for promotion!

The purpose of this presentation is to help:

- candidates understand what they will need to put together their promotional package.

- nominators and advocates understand their roles in the promotion process.

COAP Responsibilities

COAP reviews dossiers following the WPI *Faculty Handbook* criteria and makes unitary recommendations to Provost on:

Promotion:

- TRT: Assistant to Associate; Associate to Full Professor
- TTT: Associate to Full Professor and Professor of Teaching

COAP's role: Support faculty promotion when the dossier, reviewers, nominator, and advocate provide evidence that promotion in rank has been earned.

Reappointment reviews: Prof of Practice (PoP)

Initial appointments: Above Assistant Professor

COAP also facilitates Department Head Reviews and participates in Department Head Search Committees

Question Procedure

Questions can be made through chat or by raising hand.

We will stop periodically for questions & there will be time at the end for Q&A.

Overview of Presentation

1. Promotion Schedule
2. Promotion Criteria
3. Promotion Dossiers & Procedures
4. COAP
5. FAQs

TRT Promotion Schedule

April 15: Department Head/Program Director sends email nomination to Faculty Governance Coordinator

May 1: Deadline for the **candidate** to provide:
- Name of Advocate
- List of 6 Professional Associates (for promotion to full Teaching / Research Professor)

July 1: **Nominator** submits External Reviewer list (for Research Track only)

July 1: Candidate submits promotion dossier

Summer: Faculty Governance sends to Professional Associates / External Reviewers a cover letter from COAP, candidate's dossier, and promotion criteria. Also, solicits student evaluations from former students and alumni

Aug. 15: Deadline for receipt of all letters of appraisal (Professional Associates & External Reviewers)

Mid-Late Aug: Faculty Governance Coordinator notifies:

- candidate of any missing Professional Associate letters for candidate to follow up.

- nominator and advocate of any missing External

Beginning of A & B terms: Candidate submits any dossier updates (if any)

A/B/C Terms: JPC Reviews

Spring: Decision made by Provost and announced after Board of Trustees Meeting

PoP Reappointment Schedule

September 20: Department Head / Program Director provides initial nomination to Faculty Governance Coordinator

October 20: Candidate for reappointment provides:
- Name of Advocate
- List of 6 Professional Associates
- Re-appointment Review Dossier

November & December: Faculty Governance Coordinator sends Professional Associates a cover letter from COAP, the candidate's dossier, and re-appointment criteria. Also, solicits student evaluations from former students and alumni

December 20:
- Deadline for receipt of letters of appraisal from Nominator and Professional Associates

Term C: COAP meets with Nominator and Advocate (if needed)

C or D Term: COAP sends recommendation to Provost, Dean and Nominator

Questions about Promotion Schedule

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Overview of Presentation

1. Promotion Schedule
2. **Promotion Criteria**
   2. **Faculty Handbook:**
      Part Two: Policies & Procedures:
      Section 7.F. – TRT
      Section 7.G--POP
3. Promotion Dossiers & Procedures
4. COAP
5. FAQs

Criteria for TRT Teaching Ranks
Assistant to Associate Teaching Professor

Faculty Handbook, Part Two Section 7F:

Assistant to Associate Teaching Professor

Must have completed at least three years as an assistant teaching professor and will normally have completed at least five years.

"Must have exhibited high-quality teaching (undergraduate and/or graduate)."

High-Quality Teaching can be evidenced in many ways including (but not limited to)

- Course evaluations, faculty peer evaluations, evaluations by alumni,
- Quality of MQPs, IQPs, HuA Seminars or Practicum, graduate student work
- First year student advising, academic advising,
- Teaching innovations, new course introductions, course redesigns

"Service is valued and considered in the promotion review"

- WPI specific: committee work, administrative assistance
- Department specific: committees, MQP area coordinators, faculty recruitment, seminar series participation or coordination,
- Professional Service: Participation in panels or committees, local chapters of professional societies, conference organization.

Criteria for TRT Teaching Ranks
Associate to Full Teaching Professor

Faculty Handbook, Part Two Section 7F:

Associate to Full Teaching Professor

Must have demonstrated considerable **professional growth** and developed **leadership** qualities in some aspect of teaching.

"Must have recent accomplishments of high quality in teaching as well as demonstrated **leadership** in some aspect of teaching. This leadership must be recognized by peers within WPI, and acknowledgement by externals peers would be viewed favorably."

Note: External reviewers are not required by faculty handbook for promotion to Full Teaching Professor.

Criteria for TRT Research Ranks
Assistant to Associate Research Professor

Faculty Handbook, Part Two Section 7F:

Assistant to Associate Research Professor

"Must have exhibited high-quality scholarship"

High-Quality Scholarship can be evidenced in many ways including (but not limited to)

- Peer-reviewed publications, books, exhibitions, performances
- Professional awards, citations, grant proposals
- Editorships, etc.

"Service is valued and considered in the promotion review"

- WPI specific: committee work, administrative assistance
- Department specific: committees, MQP area coordinators, faculty recruitment, seminar series participation or coordination,
- Professional Service: Participation in panels or committees, local chapters of professional societies, conference organization.

Criteria for TRT Research Ranks
Associate to Full Research Professor

Faculty Handbook, Part Two Section 7F:

Associate to Full Research Professor

Must have demonstrated considerable **professional growth** and developed **leadership** qualities in some aspect of research.

"Must have recent accomplishments of high quality in scholarship as well as demonstrated **leadership** in some aspect of scholarship/creativity. This leadership must be recognized by peers within WPI and acknowledgement by externals peers."

Note: External reviewers are REQUIRED by faculty handbook for promotion to Full Research Professor.

Criteria for POP Reappointments

Reappointment as Professor of Practice

High-quality teaching that continues to bring a unique and current area of expertise by virtue of non-academic, industry-related experiences.

*Maintaining currency is *very* important

Eligibility

Teaching Professors

Assistant → Associate

- Minimum 3 years as Assistant Teaching Professor at WPI
- Normally at least 5 years

Associate → Full

- Must demonstrate considerable professional growth and development of qualities of leadership
- Normally at least 5 years

Research Professors

Assistant → Associate

- Minimum 3 years as Assistant Research Professor at WPI
- Normally at least 5 years

Associate → Full

- Must demonstrate considerable professional growth and development of qualities of leadership
- Normally at least 5 years

Going Up Early

- Earlier promotion nomination "only in exceptional circumstances"
- Must demonstrate considerable professional growth
- Nominator needs to explain the exceptional circumstances and professional growth in nomination letter

Questions about Promotion Criteria

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Overview of Presentation

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3. **Promotion Dossiers & Procedures**
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Materials Collected by Faculty Governance Coordinator

1. Summary student ratings for courses

2. Teaching evaluations from former students and alumni

3. Letters of appraisal from Professional Associates and External Reviewers (if applicable)

    1. Note: Candidates should be remind Professional Associates of the August 15th deadline.

    2. Note: Nominators should remind External Reviewers of the August 15th deadline.

Materials Provided by Candidate

1. Name of Advocate (by May 1)
2. Names of 6 Professional Associates (by May 1)
3. Promotion Dossier (due July 1)
   - **CV** (use COAP's format)
   - **Personal Statement**: Reflections on Teaching (if applicable), Research (if applicable), Service, Future Plans
     - 10 Pages Max, Double Spaced)
   - **Teaching Portfolio** for Teaching Faculty:
     - Reflective Statement on teaching and measure of effectiveness (4-6 pages double spaced)
     - Entire portfolio should not exceed 50 pages (including narrative)
   - **External Scholarship Impact Report** for Research Faculty
   - **Sample Scholarly Artifacts** (max 3) for Research Faculty
4. Important dossier updates, if any (at beginning of A and/or B terms)

Nominator & Advocate

Nominator

- Department Head or Program Director
- Provides initial statement of nomination (April 15)
- Writes detailed letter of nomination (Aug 15)
- Identifies External Reviewers (for Research Faculty only; July 1)
- Makes 5-10 minute summary presentation to JPC
- Gathers additional material if necessary

Advocate

- Typically has more subject area expertise than nominator
- *May* write a letter in support of promotion
- Identifies External Reviewers with nominator if able
- Makes 5-minute summary presentation to JPC
- Functions to clarify and advocate on behalf of candidate
- Works with nominator to gather additional material if necessary

Professional Associates

- Candidate selects 6 Professional Associates by May 1

  - Teaching Faculty: must include Internal (WPI)

    - External peers not required, but would be viewed favorably

  - Research Faculty: must include Internal (WPI) and External peers

- Faculty Governance Coordinator will send Professional Associates Cover Letter, Criteria, and Dossier in Summer

  - If letter missing by Aug 15, candidate will be notified so they can follow up with the person

Professional Associate Tips

- Should know the candidate well enough to write a substantive letter
  - Should be able to provide insights into at least one area of evaluation: teaching, scholarship, or service
- Make sure person agrees to write letter prior to submitting their name
- Can continue to work with PA, but cannot discuss case
- Possible People to Ask:
  - Collaborators, Project Co-Advisors, Co-Teachers or Peer Evaluators, Colleague in Professional Association/Community, etc.

External Reviewers: Research Faculty

- External Reviewers are "arms-length" reviewers
  - No conflicts of interests or close personal ties to the candidate
    - such as co-author, co-PI, co-advisor, former advisor etc.
  - Appraise candidate's professional achievements
  - Do not make recommendations for/against promotion
- Must be able to judge the candidate's dossier
- Should have high recognition in field
  - Typically Full (or equal to Full rank)
- Nominator and Advocate identify External Reviewers (July 1)
  - Should contact individuals prior to submitting their names to Faculty Governance Office
- Faculty Governance Coordinator will send Cover Letter, Criteria, and Dossier in Summer
  - If letter does not arrive by Aug 15, nominator and advocate will be notified so they can follow up with the person
- JPC *must receive* 5-6 acceptable (e.g., no perceived COIs) External Reviewer letters
- Candidate must not know who was asked or agreed to review, & must not contact

Teaching Portfolio: Teaching Faculty

- Purpose:
  - provide balanced, critical reflection on strengths, challenges, and future areas of growth for teaching and advising
- Contents:
  - Reflective Statement on approach to teaching/learning and presentation of multiple measures of effectiveness (4-6 pages double spaced)
  - Teaching artifacts/materials
    - Sample syllabi
    - Key assignments or assessments
    - Project advising materials
    - Examples of student work
    - Peer review outcomes

Assessing Quality of Teaching

- COAP will consider:
  - Course Goals & Content
  - Teaching Methods and Practices
  - Achievement of Learning Outcomes
  - Classroom Climate & Student Perceptions
  - Reflection & Commitment to Personal Growth in Teaching
  - Project Based Learning
  - Mentoring & Advising
  - Commitment to Diversity & Inclusion

Potential Indicators of Teaching Quality

Examples for informational purpose (not all items are required):

- Peer Teaching Evaluations
- Syllabi Samples
- Examples of Key Assignments and/or Assessments
- Examples of Classroom Activities or Projects
- Examples of Innovative and/or Evidence Based Teaching Practices
- Examples of Student Engagement
- Examples of MQPs, IQPs, Inquiry Seminars, Practicum, Theses, other projects
- Course Evaluations & Alumni Survey of Teaching
- Project Evaluations
- Project Center Development/Leadership
- Examples of Mentoring & Advising Practices
- Examples of Curriculum, Teaching, or Mentoring Strategies designed for diversity & Inclusion
- Curriculum and/or Course Development
- Teaching-Related Awards

Teaching Leadership

Faculty Handbook, Part Two Section 7F:

Associate to Full Teaching Professor:
Leadership Qualities in some aspect of teaching example documentation

Leadership Qualities can be evidenced in many ways including (but not limited to):
- Teaching and pedagogy that serves as a model for others, especially at other universities
- Development of new courses/project experiences
- Innovative teaching or project experiences (K-12, outreach, community, peer institutions)
- Curricular revisions and other academic initiatives
- Teaching and learning grant proposals and funded projects
- Publications and presentations related to teaching
- Leadership roles in teaching-related organizations
- External consulting related to teaching, pedagogy, course development
- Self-assessment and critical reflection of one's own contributions
- Scholarship along a continuum (valued equally by WPI):
  - Scholarship of Application and Practice
  - Scholarship of Discovery
  - Scholarship of Engagement
  - Scholarship of Integration
  - Scholarship of Teaching and Learning

Scholarship: Research Faculty

- Scholarship is *public & available* to members of the scholarly community, and amenable to *review* and *critique* by peers
- COAP recognizes that scholarship comes in forms:
  - Application & Practice
    - Using knowledge to address important problems
  - Discovery
    - Creation of new knowledge
  - Engagement
    - Collaborative partnerships with communities
  - Integration
    - Critical analysis, synthesis, integration, or interpretation of work produced by others
  - Teaching & Learning
    - Development & improvement of pedagogical practices

Assessing Quality of Scholarship

- COAP will consider:
  - Record of scholarly activities and outcomes
    - Since Last Promotion, Since Time at WPI, & Cumulative
  - Type(s) of scholarship engaged in
    - Can be one or multiple forms
  - External dissemination
  - Evidence of positive external impact beyond WPI
  - Recognition of scholarly impact by peers at WPI, external peers, & knowledgeable experts

Potential Indicators of Scholarship Quality

Examples for informational purpose (not all items are required):

- Sample Scholarly Artifacts
- Alt-Metrics
- Awards & Honors
- Books and Book Chapters
- Citation Index (if appropriate)
- Exhibitions & Performances
- Funded Grant Proposals
- Invited Talks, including Book Talks
- Patents
- Peer-Reviewed Publications
- Products shared with stakeholders, communities, teachers, universities (and open to review and critique)
- Public dissemination (podcasts, blogs, etc.)
- Quality of Journals, Book Publishers, Art/Music Venues
- Reviews of Published Work, Creative Work
- Sustained relationships with communities and organizations

Potential Indicators of Scholarship Impact & Leadership

Examples for informational purpose (not all items are required):

- Bringing to light and/or improving conditions of a community, agency, etc.
- Citations
- Designation as an Expert
  - Invited Speakers, Keynote Addresses, Scholarship Reviewer, Expert Witness in Court Cases
- Editorial positions
- Evidence others influenced by scholarship
  - Adoption of practice/technology/tool, change in perspectives, etc.; Adoption of work in communities
- External Reviewer Evaluations
- External Consulting Roles (based on scholarship expertise)
- Featured Performances
- Generation of major gifts to endow a program
- Leadership in professional organizations
- Number of Views, Shares, Likes, etc. for online dissemination
- Policy Development, Protocols, Market Implementation
- Post-docs, graduate students, undergraduate research leadership
- Press and Media Coverage
- Self-assessment and critical reflection of one's own contributions

Examples of Service

Service to Department

Department committees	MQP area coordinators
Faculty & Staff recruitment	Seminar series participation & coordination
Special Events Organizer	Program Director

Service to WPI

Campus-wide committees	Outreach
Student welfare	Student Club Advising
Faculty mentoring	Accreditation Committees

Service to Profession

Editor, Referee, Reviewer	Committees/Panels
Conference Organizer	Professional society membership
Chair/Discussant	

Local Civic Engagement

School participation	Government or NGO committees
Local non-profit activities	Advocacy
Pro-bono Consulting	Volunteering Efforts

Potential Indicators of Service Contributions

Examples for informational purpose (not all items are required):

- Awards and Honors
- Being asked to serve in a field/role repeatedly and in different capacities
- Evidence of leadership activity (e.g., Chair of Committee; Lead Professional Society)
- Evidence of assistance in the completion of committee work
- Long term engagement with organization
- Initiatives created
- New faculty/staff/administrators hired successfully
- Recognition of contributions to community, professional groups, etc.,
- Recommendations from committee/task force are made, considered, and/or adopted

TRT Promotion Procedure

Note: All COAP participate in an annual BIAS training prior to the review of dossiers.

Joint Promotion Committee (JPC) Deliberations

All committee members present

Discussion of criteria, dossier and any updates or additional information.

If not ready to vote

Schedule another meeting with JPC and gather more information either from candidate, nominator, and/or advocate

If ready, vote by secret ballot:

Secretary counts the 6 ballots until either **4 Yes** votes (majority), or **3 No** votes are seen.

Only these ballots are shown to the JPC

This determines the unitary recommendation for or against promotion

The committee sends a letter to Provost conveying its recommendation and summarizing the salient reasons (signed by entire JPC)

TRT Promotion Procedure

Recommendation Goes to Provost for Final Decision

      COAP sends a letter to Provost conveying its recommendation

      Provost reviews dossier and JPC analysis, consults with Deans and President

      Provost meets with JPC in cases of disagreement

      Provost sends positive promotion recommendations only to the Board of Trustees (APC) for approval at the next BoT meeting

      Following the Board meeting, candidates are notified officially by the Provost

Resources

- Guide to Promotion
  - Assistant to Associate
  - Associate to Full
- CV Guidelines and Template
- Evaluating Teaching Rubric
- Scholarship Matrix
- Sample Dossier's (ADVANCE Canvas page)
- See COAP website

Questions about Promotion Dossiers & Procedures

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Overview of Presentation

1. Promotion Schedule

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4. COAP

    2.   **Faculty Handbook:
Part One: Constitution/Bylaws:
Bylaw 1.VI**

5. FAQs

Joint Promotion Committee (JPC)

8-member **Joint Promotion Committee** is formed for each promotion case

6 Elected COAP Members (Voting Members)

    COAP members are recused or excused if conflict of interest

Nominator & Advocate (Nonvoting Members, chosen by candidate)

    Nominator: Department Head or Program Director who presents case for promotion & submits official nomination letter (Aug 15th)

    Advocate: Normally full-time faculty member with subject area expertise

        Interprets and advocates on candidate's behalf; *may* submit letter (by August 15th)

COAP Recusal Policy

Automatic if candidate and COAP member are from the same department or program

For direct conflict of interest (collaborator – grants, publications, courses, for example)

If 2 (or more) COAP members recused, most recent qualified past Chair(s) of COAP serves on JPC

COAP Membership

Current Members

Jeanine Skorinko (SSPS), Co-Chair 2023
Sarah Strauss (DIGS), Co-Chair 2023
Pam Weathers (BBT), Secretary in 2023, term ends 2025
John Sullivan (ME), 2023
Steve Taylor (BUS), 2023
Bill Martin (MA), 2025
Emmanuel Agu (CS), 2025

Incoming Members

3 TBD

Faculty Governance Coordinator

Penny Rock (not a member)

Eligibility

7 members total

Elected faculty at Professor rank

3-year terms, unless a replacement. No successive elected terms

No department or program represented twice

Ineligible:

- Department Heads
- Deans
- Provost

Questions about COAP

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FAQ: Eligibility

Is it necessary to be in rank for 5 years before being considered for promotion?

No. However, it is rare that an associate professor can demonstrate "considerable professional growth" (Section D.2.2) in a much shorter period.

Thus, COAP looks at both the <u>cumulative</u> contributions, including since appointment (for Assistant to Associate) or promotion to Associate, and a record of <u>continuing high-quality</u> teaching, leadership (for Associate to Full) or research (for Research Faculty).

FAQ: Professional Associates

How many Professional Associates should be on my list?

COAP will ask for 6. These <u>must</u> include colleagues at WPI. PA at other institutions are welcome but not required.

Why should I have letters from colleagues at WPI?

Letters from colleagues at WPI help to demonstrate the candidate has met the criteria for promotion

Am I allowed to view the Professional Associates' letters?

No. All letters received are confidential; the candidates should <u>not</u> ask associates to see the letters after they agree to write

Do I provide material to my Professional Associates?

No. Faculty Governance sends a cover letter and electronic copies of the criteria and the promotion dossier to all reviewers. If the candidate wishes to make more material available, put it online, with links in the dossier, so that all peer reviewers have access

FAQ: External Reviewers
for Research Faculty Promotion

Am I allowed to view the External Reviewer List?

No. The candidate may provide a list of people <u>not</u> to ask, with an explanation. The candidate should not be asked to suggest names for external reviewers

What will the External Reviewers see?

Cover letter, the promotion criteria, and the candidate's promotion dossier.

How many External Reviewers are there?

At least 5 letters must be <u>received</u> from qualified external reviewers, preference is for 6

FAQ: External Reviewers
for Research Faculty Promotion

What are External Reviewers asked to provide?

An independent critical assessment of the candidate's contributions to, and standing in, the professional community; the quality of the scholarly artifacts; and the candidate's research strengths and weaknesses.

Does not recommend for or against promotion

Helps committee understand quality and external impact of candidate's professional contributions.

FAQ: Dossier Scholarly Artifacts

My main scholarly artifact is a book. Will COAP buy copies of my book for all the reviewers?

No. The candidate is responsible for providing electronic copies of all the material for the promotion dossier. If a scholarly artifact is best presented through a hard-copy (a book or something else), then the candidate is responsible for providing a sufficient number of hard copies of the artifact for all of the peer reviewers (Professional Associates and External Reviewers) as well as several copies for the Joint Promotion Committee.

FAQ: More

What if I don't get promoted?

A letter from the Provost should provide constructive advice to the candidate so that they may address any issues and resubmit the case for promotion consideration in the future.

Usually wait 2-3 years, then you may be nominated again.

Discuss a strategy with your Department Head and department promotions committee

Questions?

Sarah Strauss or Jeanine Skorinko

Co-chairs until June 30, 2023

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COAP website
 https://web.wpi.edu/Campus/Faculty/CAO/coap.html

On behalf of COAP, thank you for all that you do to make WPI great!