



WPI

Informational Community Meeting Tenured & Tenure 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:

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

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 Search Committees

Overview of Presentation

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



TTT Promotion Schedule

April 15: Initial email nomination alert to Faculty Governance Coordinator from Nominator (if DH)

May 1: Initial email nomination alert to Faculty Governance Coordinator from non-DH

Wednesday May 1: Deadline for the candidate to provide:

- Name of Advocate (now we know “N&A”, Nominator and Advocate)
- List of 6 Professional Associates who have agreed to write on your behalf

Early-Mid June:

- N&A submit list of invited External Reviewers (which have accepted the invitation) to Faculty Governance Coordinator
- Candidate submits promotion dossier

Late June:

- COAP/Faculty Governance Coordinator sends a cover letter, candidate’s dossier, and promotion criteria to Professional Associates / External Reviewers

Aug 15:

- Deadline for all letters: External Reviewers, Professional Associates, Nominator, & Advocate (optional)

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 Reviewer letters .

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

A/B Terms: JPC Reviews start first week of A Term, must complete by early Dec

Spring: Decisions finalized and announced



TTT Schedule for You

Candidate

- **Before April:** Choose Nominator
- **May 1:** Submit list of Professional Associates who have agreed to write
- **Early June:** Submit Full dossier
- **Late Aug through Sept:** promptly respond to queries and requests for additional material
- **First day of A Term:** opportunity to submit an update to cv
- **First day of B Term:** last opportunity to submit an update to cv

Nominator

- ❑ **April 15:** simple email to Penny – intention to nominate (May 1 for non-DH)
- ❑ **June 15:** List of at least 5 acceptable (arms-length, at or above rank) External Reviewers who have agreed to assess the dossier
- ❑ **July-August:** Proactively remind reviewers of August 15 deadline
- ❑ **August 15:** Formal letter of nomination due
- ❑ **August 15:** check that all Ext & PA letters have been submitted. Follow up as necessary
- ❑ **A Term:** Prepare for and attend JPC meeting
- ❑ After some meetings, you will pass on requests to candidate, may have homework
- ❑ **First Day of B Term:** Ensure entire file is complete
- ❑ **Late B Term:** Check COAP letter to Provost for any factual errors

Advocate

- **April:** Understand your role and agree to serve on JPC
- **Early June:** Advise Nominator on suitable External Reviewers
- **July-August:** Monitor missing letters and send reminders
- **August 15:** Ensure that file is complete, be conscientious here!
- **August 15 (optional):** Submit your letter
- **A Term:** Prepare for meetings, pass requests to candidate
- **First Day of B Term:** Ensure entire file is complete
- **Late B Term:** Check COAP letter to Provost for any factual errors

Questions about Promotion Schedule



Overview of Presentation

1. Promotion Schedule
2. **Promotion Criteria**
 2. Faculty Handbook:
Part Two: Policies & Procedures:
Section 1.D. - TTT
3. Promotion Dossiers & Procedures
4. COAP
5. FAQs



Criteria for Promotion

Faculty Handbook, Part Two Section 1D:

Normally at least five years as Associate Professor & at least 3 years as Associate Professor at WPI

- High-quality teaching
- High-quality scholarship/creativity
 - Must demonstrate positive external impact beyond WPI
 - Must be recognized by peers within WPI and by knowledgeable people external to WPI
 - Contributions to WPI may demonstrate external impact if disseminated & recognized externally.
- Service at an appropriate level
 - Critical responsibility of tenured faculty

Going Up Early

Associate → (Full) Professor

- Earlier promotion nomination “only in cases of exceptional professional achievement”
- Must demonstrate considerable professional growth
- Nominator must explain the exceptional professional achievement and growth in nomination letter

Assistant → Associate Professor

- Usually tenure & promotion together via CTAF & Joint Tenure Committee
- Earlier promotion via COAP & JPC possible “only in exceptional circumstances”
- *Not covered in today’s presentation*



Questions about Promotion Criteria



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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

Materials Provided by Candidate

1. Names of Nominator and Advocate (by May 1)
2. Names of 6 agreeing Professional Associates (by May 1)
3. Promotion Dossier (due in June)
 - CV (use COAP's suggested format)
 - Personal Statement: Reflections on Teaching, Research, Service, Future Plans (10 Pages Max, Double Spaced)
 - Teaching Portfolio
 - Reflective Statement on teaching and measure of effectiveness (4-6 pages double spaced)
 - Entire portfolio should not exceed 50 pages (including narrative)
 - External Impact Report (e.g. citation summary)
 - Sample Scholarly Artifacts (select 3)
4. Any important dossier updates, if any, at beginning of A and/or B terms (Addendum to cv, not full cv)

Dossier must provide evidence of High-Quality Teaching, High-Quality Scholarship, External Impact, Service at appropriate level

Nominator & Advocate

Nominator

- Normally the Department Head *OR* another tenured Full Professor
- Provides initial statement of nomination (April 15 for DH, May 1 otherwise)
- Writes detailed letter of nomination (Aug 15) [This should not reference other letters]
- Identifies agreeing External Reviewers with advocate (Early-Mid June), adds more as needed
- Makes 5-10 minute summary presentation to JPC, responds to COAP questions
- Gathers additional material if requested by COAP

- N&A observe the vote but only COAP members vote

Advocate

- Typically has more subject area expertise than Nominator
- May write a letter in support of promotion
- Identifies agreeing External Reviewers with Nominator
- Makes 5 minute summary presentation to JPC if appropriate
- Functions to clarify and advocate on behalf of candidate, responds to COAP questions as member of JPC
- Works with Nominator to gather additional material if necessary

Professional Associate

- Candidate selects 6 Professional Associates by May 1
 - Must include Internal and External peers
 - Make sure person agrees to write letter prior to submitting their name
- Faculty Governance Coordinator will send Professional Associates Cover Letter, Criteria, and Dossier in Late June
 - If letter does not arrive by Aug 15, candidate will be notified so they can follow up with the person
- Professional Associate Selection Tips:
 - Should know the candidate well enough to write a substantive letter
 - Should be able to provide insights into some key area of evaluation: teaching, scholarship, or service
 - Possible People to Ask:
 - Collaborators, Project Co-Advisors, Co-Teachers or Peer Evaluators, Colleague in Professional Association/Community, etc.

External Reviewers

- 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 candidates professional achievements
 - Do not make recommendations for/against promotion
- Must be able to judge the candidate’s dossier
- Must be at or above candidate’s sought rank
- Should have high recognition in field
 - Typically Full (or equal to Full rank)
- Nominator and Advocate identify External Reviewers (by early-mid June)
 - Should contact individuals prior to submitting their names to Faculty Governance Office
- Faculty Governance Coordinator will send External Reviewers Cover Letter, Criteria, and Dossier in Late June
 - 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 at least* 5 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

- 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
- Examples of Key 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

Scholarship

- 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

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

Faculty Handbook, Part Two Section 7F:

Service to Department

Department committees
Faculty & Staff recruitment
Special Events Organizer

MQP area coordinators
Seminar series participation & coordination
Program Director

Service to WPI

Campus-wide committees
Student welfare
Faculty mentoring

Outreach
Student Club Advising
Accreditation Committees

Service to Profession

Editor, Referee, Reviewer
Conference Organizer
Chair/Discussant

Committees/Panels
Professional society membership

Local Civic Engagement

School participation
Local non-profit activities
Pro-bono Consulting

Government or NGO committees
Advocacy
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

TTT Promotion Procedure

Joint Promotion Committee (JPC) Deliberations

All committee members must be present

Discuss criteria and remind about biases prior to discussions on case

Discuss candidate dossier and any updates or additional information.

Voting Procedures

If ready to vote, vote by secret ballot:

Only COAP members vote (Nominator & Advocate do not vote)

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

This determines the unitary recommendation for or against promotion

If not ready to vote, schedule another meeting with JPC and gather more information either from candidate, nominator, and/or advocate

Recommendation Goes to Provost for Final Decision

COAP sends a letter to Dean and Provost conveying its recommendation and summarizing the salient reasons with factual input from JPC but signed by the voting COAP members

Provost reviews dossier and JPC analysis

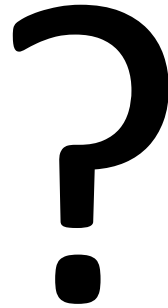
Provost consults with Dean and President

Provost meets with voting COAP members 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

Questions about Promotion Dossiers & Procedures



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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

COAP members are recused or excused if conflict of interest

Nominator & Advocate, Nonvoting, chosen by candidate

Nominator: Normally Department Head or tenured Full Professor

Presents initial case for promotion

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

Interprets and advocates on candidate's behalf



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

Bill Martin (MA) Co-Chair 2025
Pam Weathers (BBT) Co-Chair 2025
Jennifer Rudolph (HUA) 2026 Secretary
Emmanuel Agu (CS) 2025
Diana Lados (MME) 2024
Germano Iannacchione (PH) 2024
Susan Zhou (CHE) 2026

Incoming Members

2 TBD

Faculty Governance Coordinator

Penny Rock (not a member)

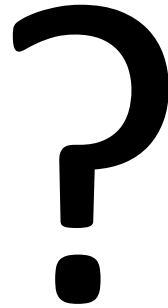
Eligibility

7 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



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 “exceptional professional achievement” (Ch. 4, Section 1.a.2) in a much shorter period.

Emphasis is placed on work done while at WPI. Consideration of the candidate’s record prior to joining WPI is by special arrangement.

Thus, COAP looks at both the cumulative contributions, including before tenure, as well as a record of continuing high-quality teaching and research since tenure.

FAQ: External Impact

How is external impact assessed?

According to the criteria (section D.1.4), external impact should be assessed based on the relevant standards in the areas of the candidate's scholarly contributions. The candidate's personal statement should identify the area or areas of their scholarly contributions across teaching, scholarship, and service and indicate examples of external impact beyond WPI.

While quantitative measures such as the number of refereed publications and citations or the level of external funding will remain important indicators of quality and impact for many scholars, WPI recognizes that the weight assigned to such measures varies widely between academic fields as well as along the continuum of scholarship.

FAQ: Professional Associates

How many Professional Associates should be on my list?

COAP will ask for 6. These must include a mixture of colleagues at WPI and at other institutions.

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 across teaching, scholarship, and service.

Am I allowed to view the Professional Associates' letters?

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

Do I provide material to my Professional Associates?

Not required. 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

Am I allowed to view the External Reviewer List?

No. The candidate may provide a list of people not 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 — including the teaching portfolio and 3 sample scholarly artifacts. If the candidate wishes to make more material available, put it online, with links in the dossier, so that all peer reviewers have access.

How many External Reviewers are there?

At least 5 letters must be received from qualified external reviewers

FAQ: External Reviewers

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 strengths and weaknesses.

“We would appreciate receiving a letter from you that summarizes the nature of your professional relationship with the candidate, if any, and appraises the candidate's professional achievements. We are not asking you to make a recommendation for or against promotion, and we ask you not to speculate about whether the candidate might be promoted at another institution. Rather, we would like you to share with us your assessment of the candidate's strengths and weaknesses.”

FAQ: External Reviewers

Who does what with the reviewers?

The candidate contacts Professional Associates to ask if they are willing to write a letter; purpose is an honest appraisal.

The Joint Promotion Committee, including the Nominator and Advocate, identifies and contacts External Reviewers.

The Faculty Governance Office (Penny Rock) sends all peer reviewers a cover letter and electronic copies of the promotion criteria, and the candidates' dossier — including the candidate's sample scholarly artifacts.

Reminders to peer reviewers for late letters should come only from the Faculty Governance Office or members of the Joint Promotion Committee.

FAQ: Dossier Scholarly Artifacts

What are sample scholarly artifacts?

For most candidates, the sample scholarly artifacts will be 3 peer-reviewed articles that have been published since tenure and/or promotion. A candidate might substitute a book or other artifacts

Scholarly contributions may be documented and disseminated through a variety of artifacts besides peer-reviewed articles

Sample scholarly artifacts must be publicly available, amenable to critical appraisal, and in a form that permits exchange and use by other members of the scholarly community.

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: Scholarship/External Impact

How important is external funding?

It depends. In some areas or fields, external funding is critical to support a research program. In other areas, it is not. External funding demonstrates external recognition and impact through peer review.

What you do with funding matters more than its source.

Are you PI / Co-PI / Senior Personnel / Consultant / Advisory Board member? Some roles reflect proposal writing effort; others reflect stature in the field. PI is assumed to have greatest responsibility for proposals. However, Co-PIs might have made equally significant contributions. **Ensure that your role is clear.**

Is external funding more important than the number of publications? PhD students? citations? patents? new commercial enterprises? exhibitions? sales of computer games? other indicators? Any indicators are contextual to each case.

FAQ: External Impact

May I use Altmetrics to measure impact?

Yes. Candidates should provide whatever evidence of external impact is appropriate for their case. If an article or teaching module is among the most read or downloaded at a journal or repository, say so.

What are Altmetrics?

An alternative or supplement to indicators such as citations, journal impact factors, h-index, other indices. Ask librarians.



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 strategy with your Department Head and department promotions committee

Questions?

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COAP website

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

