

PROMOTION AND TENURE DOCUMENT

J. William and Mary Diederich College of Communication

MARQUETTE UNIVERSITY

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PROMOTION AND TENURE DOCUMENT

All candidates should also read the Marquette University Faculty Handbook for more information concerning the university statutes on promotion and tenure. Candidates should also consult the university's web site for current statements of the university's norms and criteria regarding promotion and tenure. The university statutes prevail in all cases, except where the college has special norms approved by Academic Affairs as published in this document.

J. William and Mary Diederich College of Communication Marquette University

I. **The J. William and Mary Diederich College Promotion and Tenure Committee**

- A. The word "committee" in this document denotes the J. William and Mary Diederich College of Communication Promotion and Tenure Committee.
- B. Each of the departments in the college will designate, to serve a three-year term on the committee, any eligible, willing, full-time, tenured faculty member in the college to represent the department on the committee, providing that he or she is not a dean or chair. (See I.D. 1)
 1. Deans and chairs are to be excluded from committee membership. Any committee member who becomes a chair during his/her term on the committee must resign from the committee to be replaced by another eligible, willing, full-time, tenured faculty member whom the department designates as its representative on the committee.
 2. A faculty member under consideration for promotion and/or tenure will not sit on the committee when it deliberates and votes on his/her particular case.
- C. A simple majority of committee members constitutes a quorum.
- D. The committee will elect its own chair from among its members.
 1. The chair's term is three years. If a chair's three-year term extends past his or her committee appointment, the appointment will be extended, with the approval of the unit s/he represents,

to allow full service as chair. When this extension is applied, the department will abbreviate the next appointee's term, so the rotation remains constant at three years.

2. No person may serve consecutive terms as chair.
 3. The chair serves as the college representative on the university committee on promotion and tenure.
- E. The committee will act, as specified in this document, on all nominations for tenure and for promotion within the college.
1. The university requires the committee to make a qualitative judgment as to whether the candidate meets the statutory criteria for promotion, as specified in this document and as delineated in relevant university documents.
 2. All committee members must meet to deliberate and vote (yes or no) by secret ballot on candidates for promotion and/or tenure, except in cases where committee members are themselves candidates. No abstentions will be allowed. If a member cannot cast a ballot in the case of a particular candidate, that member should resign from the committee.
 3. Any committee member who fails to discharge the responsibilities as defined in this document shall be removed by a vote of the committee and replaced by another representative designated by the department he/she represented.
 4. The committee chair will write a committee report evaluating the candidate's strengths and weaknesses and the reasons behind the committee members' votes based on the committee's deliberations. This report will include the numerical vote and will be signed by all members of the committee. The chair will submit this written report to the dean.
 5. Any committee member(s) may submit a signed minority report which will be included as part of the dossier.
 6. Members of the committee will not disclose their knowledge of the committee's deliberations, how the committee members voted, or the sources of information and evaluation used by the committee.

II. Nomination for Promotion and/or Tenure

- A. Nominations for promotion and/or tenure may be initiated by the chair, the dean of the college or by the individual faculty member (the candidate), after consultation with their chair or senior tenured faculty.
- B. The dean will notify, in writing, by March 1, all faculty members who must be (under the time requirements of the statutes of the Marquette University Faculty Handbook) considered for promotion and/or tenure the following academic year. A copy of that letter will be sent to the chair of the promotion and tenure committee of the college and the appropriate chair.
- C. A letter of intent to apply for promotion and/or tenure must be submitted by the candidate to the chair of the committee, the dean of the college, and the chair of his/her department by March 31.
- D. The candidate should be aware that the entire process will take almost a year. The candidate will be notified of the university's decision on the case by the following March when the next contract is awarded.
- E. The candidate may withdraw from consideration for promotion and/or tenure any time prior to the dossier being forwarded from the college to the chair of the university promotion and tenure committee for study.

III. General Information and Norms for Promotion and/or Tenure

- A. Promotion and tenure is accomplished through a multi-level review process involving the department, the college committee, the university committee on faculty promotion and tenure, the provost, and the president. Each of these levels is advisory except the last, because it is the president who confers promotion and/or tenure.
- B. It should be noted that the statutes of the Marquette University Faculty Handbook state that granting of tenure without promotion to Associate Professor is very rare. In essence, the norms for tenure are the norms for promotion to Associate Professor. While it is possible to receive tenure without promotion, this will occur only in the most extraordinary (and rare) cases, argued compellingly.
- C. In general, Marquette University bases promotion on teaching effectiveness, research and other scholarly activity. Other criteria considered include service to the University and to scholarly and professional communities, and personal character. These latter criteria will not substitute for deficiencies in teaching and scholarship.

- D. Faculty members are also invited to discuss their cases with their dean, or chair at any time, whether or not they are current candidates. The dean will keep a complete file on promotion and tenure related matters.
- E. The specific college norms are found in sections VF-H of this document.
- F. The candidate should follow the format delineated in this document, for contributing to the preparation of the dossier.

IV. Timeline

Candidates and preparers are advised to check the schedule issued by Academic Affairs each July for the specific dates that pertain to the year promotion and/or tenure is sought.

- A. By March 1, the dean must notify, in writing, all faculty members who must be (under the time requirements of the statutes of the Marquette University Faculty Handbook) considered for promotion and/or tenure the following academic year. A copy of that letter will be sent to the chair of the college committee and the appropriate chair.
- B. By March 31 in the year prior to seeking promotion and/or tenure, a letter of intent to apply for promotion and/or tenure must be submitted by the candidate to the chair of the committee, the dean of the college, and the chair of his/her department.
- C. Mid-August: The dean should forward the name of the college committee chair to the chair of the university promotion and tenure committee. The chairs should begin the formal review of faculty who should or *must* be (under time requirements of the statutes of the Marquette University Faculty Handbook) considered for promotion, tenure, and/or third year review for that year.
- D. Early September: the candidate's department tenured faculty will meet to discuss and vote on the candidate's dossier.

Current tenured faculty members (excluding retired and emeritus faculty) will vote on promotion and tenure cases of faculty in their department (ADPR, BREC, CMST and JOUR). This closed ballot vote, which will be recorded in the dossier, will take place after each tenured faculty member has read the candidate's completed dossier and after a meeting of the tenured faculty. The meeting is to allow tenured faculty to share their impressions (e.g., strengths and weaknesses) of the candidate. After the closed ballot vote, each tenured faculty member will write a letter of support (or lack of support) for the candidate, which will then be included in the

dossier which is forwarded to the College P&T Committee. Each letter should reflect a clear rationale consistent with each faculty member's vote.

If some senior faculty do not participate in the process, this fact should be explained in the dossier.

- E. Mid to late September: letters are due.
- F. Early October: Chairs should present to the college committee the dossier of anyone to be considered for promotion and/or tenure.
- G. Mid October: Committee meets and votes upon the case(s), producing a committee report to the dean containing the overall vote and explanations of the decisions. The candidate will not have access to the report. The committee will also produce a summary letter for the candidate to read during his/her meeting with the dean. The letter will summarize the outcome of the committee's deliberations without the numerical vote. Should there be a split vote, the summary must fairly represent all points of disagreement.
- H. Late October: College dean and the candidate meet to review the disposition of the case in the college. At this meeting, the dean will give the candidate the summary letter to read and will provide information about how the college committee saw his/her strengths and weaknesses.
- I. Early November: The dean should forward a list of candidates to be considered for promotion and/or tenure to the chair of the university promotion and tenure committee. The dean should also forward an original and thirteen (13) copies of the complete dossier for each candidate.
- J. Mid-November: The dossiers are made available to all members of the university promotion and tenure committee.
- K. Early December: The university promotion and tenure committee meets and votes on all the cases.
- L. By mid-March: Candidate is notified of the promotion and tenure decision.

V. The Dossier

- A. It is the responsibility of the dean's office to expedite the compilation of each candidate's dossier. The dean will assign this task to the chair of the appropriate department. When the candidate is a chair, the dean's office will direct the compilation of the dossier.

This task will commence as soon as the letter of intent to apply for promotion and/or tenure has been received from the candidate. This material refers to dossiers for associate professor with tenure. Descriptions detailing amended requirements for full professor, emeritus professor, and third-year reviews are in separate sections of this document. For information concerning the university's policy on hiring at advanced rank with tenure, see Appendix A of this document.

- B. Within one week after the dean has received a copy of the letter of intent to apply for promotion and/or tenure, the dean should meet with the candidate to discuss the materials needed for the dossier. The candidate should also refer to this document, the university statutes, and the unit coordinator for guidance on the necessary materials. It will be the responsibility of the candidate to submit all of the requested material to the chair by the date set by the dean.
- C. The content of the dossier will be held in confidence and is not open to the applicant. However, the applicant may receive a list of the names of the individuals who have written letters if the applicant so requests.
- D. In keeping with the uniformity requested by the University, the dossier should be prepared in the following manner:
 - 1. University regulations require that fourteen (14) packets (dossiers) for each candidate be delivered to the chair of the university promotion and tenure committee in early November. Of the 14 packets, 13 may be copies, but 1 packet must contain original letters and original signatures on the "proposal for Faculty Promotion/Tenure" form. Even reproductions of the Faculty Promotion/Tenure form should be on yellow paper. Dossiers should be under 200 pages.
 - 2. A new dossier should be prepared, even in the event the candidate is making a successive attempt at promotion and/or tenure.
 - 3. Where a candidate is facing a successive attempt, the new dossier should contain relevant material from the previous dossier(s), as well as new material which indicates how teaching, scholarship and service have changed since the prior review.
 - 4. Dossiers should be properly bound with a 2 ³/₄" ACCO fastener at the top. They should be printed in readable fashion, carefully edited, indexed and fully paginated. They should be free of marks or annotations.

5. The candidate should not prepare the dossier but may have access to factual materials in the dossier to ensure that it is complete and factually accurate. The candidate may also wish to add material in a discreet section at the conclusion of the dossier. The candidate may include such information as an "Addendum" and should explain why such information is provided.

E. Order of Materials to be included in Dossier

1. Introductory Materials
 - a. Proposal for Faculty Promotion /Tenure Form, with dean's recommendation.
 - b. Letter from the college promotion and tenure committee with the vote recorded.
 - c. Dean's summary.
 - d. Table of contents. The person(s) who prepared the dossier should be identified at the end of the table.
 - e. College norms for promotion and tenure. If college norms are identical to the university statutes, this should be stated.
 - f. Copies of the candidate's annual reviews (as distinct from merit reviews) for each year the candidate was employed at Marquette as well as a copy of the candidate's third-year review (if such a review was performed at Marquette University).
 - g. Candidate's Curriculum Vitae, current as of October 1. Do not list work in progress as a publication. Work "in press" may be noted as such in the publication record, but work in progress should be listed separately on the candidate's vitae. Also, the vitae should distinguish those scholarly works published before the candidate assumed a position at Marquette University. When listing a publication, the vitae should include all authors and the number of pages.
 - h. Letter from chair.
2. Teaching Materials

- a. Essay summarizing candidate's strengths and weaknesses in the area of teaching, written by the preparer of the dossier.
- b. Candidate's statement of teaching philosophy.
- c. Teaching load summary including current semester and all prior semesters. This includes names and numbers of courses, as well as enrollment, and credit hours for each class.
- d. Scores on the Instructional Assessment System (IAS), including current semester and all prior semesters.
- e. Other relevant information on teaching: peer reviews, work with graduate students, and so forth. Materials such as sample syllabi, lecture notes, and tests should not be included in the dossier. They can be included with the file of publications held in the college office.

3. Materials Relevant to Scholarship

- a. Essay summarizing candidate's strengths and weaknesses in the area of scholarship, written by the preparer of the dossier.
- b. Candidate's statement of scholarly plans, goals, and philosophy.
- c. Assessment of quality and reputation of journals and publishers which may include scope of readership, acceptance rates and so forth. Assessment of quality and reputation of artistic venues which may include scope of audience (national, regional, international, etc.), criteria for having work selected for presentation, and so forth.
- d. Statement on accomplishments and reputations of persons selected as external reviewers. Full vitae for external reviewers should not be included in the dossier. They may be included with the supplementary files held in the college office.
- e. Summary of contributions to professional meetings, symposia, boards, etc.
- f. Book reviews.

- g. External funding.
 - h. File of publications (Not to be included in dossier proper, but filed in the college office).
4. Materials Relevant to Service
- a. Essay summarizing candidate's strengths and weaknesses in the area of service, written by the preparer of the dossier.
 - b. Candidate's statement on philosophy of service.
 - c. Other relevant materials.
5. Record of the departmental vote.
6. Letters
- a. Required letters
 - 1. Letters of recommendation from all tenured faculty members in the candidate's department.
 - 2. Letters of recommendation from students.
 - 3. External review letters (no more than 5).
 - b. Optional letters
 - 1. Non-tenured department colleagues
 - 2. Other colleagues in the college or university
7. Optional Addendum: Material added by the candidate.

F. Evaluation of Teaching

The person preparing the dossier is required to use this section to summarize the evidence with regard to teaching effectiveness. A full evaluation teaching effectiveness relies on the following:

- 1. Teaching load summary. In the cases involving promotion to associate professor and/or tenure, the entire teaching record should be provided. This should include a list of the names and numbers of the courses taught, credit hours, and the enrollment for

each. Essays, theses, and dissertations of graduate students for whom the candidate has been the principal advisor should be noted and the names of students included. If so desired, the candidate can include student contact hours, hours of supervision and laboratory involvement included in teaching load. For the sake of consistency, it is advised that the teaching load submitted go back as far as the IAS scores do. If a candidate has not taught at the graduate level in programs that regularly offer graduate courses, the lack of graduate teaching should be explained in the dossier.

2. Teaching scores. This involves the candidate's teaching scores as determined by the Instructional Assessment System (IAS). It is expected that the teaching scores will permit the committee to discern particular patterns. All IAS scores since the original appointment (or promotion) to assistant professor should be provided for those seeking promotion to associate professor. Include an explanation if the IAS is unavailable for a required semester. Comparative data showing the candidate's scores relative to the college and university means should be provided where available.
3. Any other standardized survey of student opinion administered by the college or department. The actual data from surveys need not be included as long as the chair and/or dean can speak to the results in their respective summaries.
4. Letters of recommendation from students: The person preparing the dossier will see to it that the names of at least 60 students are randomly selected from former class lists of the candidate. All class lists from the date of appointment to Assistant Professor to the present will be used for candidates applying for promotion to Associate Professor with tenure. Any student receiving a grade below C in a particular course will not be included should his/her name be selected from that course by the random procedure used. The randomly selected students will be contacted by the preparer and asked to submit a letter relative to the teaching of the candidate. The dossier should include the number of students who were actually contacted through this process. Only letters from those students randomly chosen by this process will appear in this section of the dossier. (If, for some reason, the candidate has other student letters that s/he wishes to include, they will be clearly labeled as such and provided in the addendum to the dossier).
5. Peer Review of Teaching: A peer reviewer is someone of higher rank than the candidate's rank. The reviewer, appointed by the chair of the candidate's department, does not have to be in the

same department as the candidate but if s/he is not, there should be a compelling reason why s/he was appointed to review.

Peer review consists of:

- 1) Two different course visits by a peer reviewer (normally one visit per two courses).
- 2) An examination of a teaching portfolio by a different reviewer.

Peer review results in a letter from each reviewer (to be placed in the dossier) summarizing the class visits or the examination of the portfolio. It is important that the peer review letters be detailed and specific. Additionally, the department chair should include a letter in the dossier explaining her/his choice of peer reviewers for the candidate.

A teaching portfolio will be prepared by the candidate and will normally include the following:

- ❖ Representative syllabi from no fewer than three (3) different classes, including those most recently taught
- ❖ Representative exams from no fewer than two (2) different classes taught during the past three (3) years
- ❖ A statement of the candidate's teaching philosophy (this may be the same statement that will also appear in the teaching section of the candidate's dossier)
- ❖ Representative class assignments and/or exercises

The portfolio may also include any of the following:

- ❖ Students' comments in emails or letters to the candidate
- ❖ Representative student work
- ❖ Judgments of members of team teaching of which the candidate has been a part
- ❖ Judgments of faculty in whose classes the candidate has guest lectured
- ❖ Judgments of faculty for whose classes the candidate's classes have been prerequisites
- ❖ Judgments of faculty who have attended seminars where the candidate has presented
- ❖ Judgments of faculty who have read the candidate's syllabi

The teaching portfolio will be kept at the Raynor's Library with the candidate's scholarship and will be available for additional review

by members of the College promotion and tenure committee as well as the University promotion and tenure committee.

6. Ordinarily, the evidence suggested by V. F.5 (Peer Review of Teaching) will be reflected in the letters from the candidate's colleagues, since it typically will be their judgments which are involved. The person preparing the dossier can draw upon such letters when evaluating the candidate's teaching. In the event that the candidate believes that persons other than department or college colleagues are pertinent in this regard, the candidate may so inform the person preparing the dossier, who will request letters from these people which specifically reflect their judgments of the evidence. Their letters will become a part of the optional addendum of the dossier.
7. Useful information may also be available from a number of other sources.
 - a. Audio and videotapes of classroom teaching, provided the candidate delivers those tapes to the person preparing the dossier in a form which can be shared with the committee should it desire to review them.
 - b. In cases where the candidate has taught performance or production courses, evidence of the extent and quality of students' work (e.g., student awards, class papers and reports, articles, reviews, editorials, layouts, photographs, film videotape, audiotape, etc.), provided the candidate delivers such material to the person preparing the dossier in a form which can be shared with the committee should it desire to review them.
 - c. Evidence such as that provided by V. F. 7 a. & b. will not become an official part of the dossier for obvious practical reasons. These materials should be placed with the research publications in the college office. The person preparing the dossier may refer to these materials when summarizing the candidate's teaching. The committee report may also reflect this evidence to the extent that it becomes a part of its deliberations.

G. Evaluation of Scholarship

1. The college expects its faculty to engage in scholarly research and publication. This expectation is grounded in the belief that the promulgation of faculty work to the scholarly/artistic community is

essential to promotion and tenure. Some faculty members will be informed at their hiring that they are expected to perform high quality professional, creative or artistic work in their disciplines in lieu of some conventional scholarly research and publication.

2. Scholarly research is a disciplined, rigorous, and systematic pursuit of knowledge that uses qualitative and/or quantitative methods.
 - a. The products of this research may include but are not limited to the following:
 1. Books, monographs, book chapters, and articles in scholarly periodicals of the discipline and papers delivered at scholarly or professional meetings.
 2. Contributions to periodicals specializing in the teaching methodology of the discipline.
 - b. Evidence of the quality of scholarship should include objectively gathered outside reviews, refereed publications in respected journals, significant research in new areas and/or methods, contributions as a writer or editor to the scholarly publications of one's field, awards, informed letters from colleagues, and so forth.
3. Professional, creative or artistic accomplishments should be grounded in the scholarly principles of the discipline and also contribute to generating new knowledge and/or a higher level of creativity through artistic or professional means.
 - a. The products of this research must include some publications that enhance the state of the profession.
 - b. Other products of this research may include but are not limited to the following:
 1. Creative achievements that contribute to the faculty member's expertise and prestige as a scholar, such as writing, reporting, editing, producing, performing, directing, designing, choreographing, or otherwise contributing to enterprises related to the college's disciplines.
 2. Most on-campus creative accomplishments are normally considered an extension of classroom teaching, but in some cases they may instead be

considered a contribution to the discipline (for example, when an on-campus performance is taken to a theatre festival off-campus). It is the responsibility of the candidate with the concurrence of the department to explain why an on-campus work can be considered to contribute to the discipline. Faculty are advised that, while on-campus contributions may be important, it is highly unlikely that promotion and tenure can be achieved by on-campus work alone.

- c. Evidence of the quality of professional and creative work should include, objectively gathered outside reviews by knowledgeable peers, professional recognition, informed letters from colleagues, and so forth. Methods of peer review include but are not necessarily limited to written evaluation from outside evaluators, published reviews or critiques by qualified professionals in the media, awards or professional accolades, grants, and other juried processes.
- d. The candidate will submit all documentation of her or his scholarly research, artistic accomplishments, and professional work to the person preparing candidate's dossier.
- e. The candidate will also submit the names and biographical information of two persons (scholars and/or professionals) qualified to evaluate the candidate's research, artistic and professional work. The candidate's chair will submit names and information of three additional scholars and/or professionals qualified to evaluate the candidate's work. (In the event that the candidate is a chair, the dean of the college will request that the candidate's department colleagues develop a consensus list of three such qualified persons and submit that list to the dean's office). After the five are chosen, they will be contacted to secure their willingness to serve. Should anyone be unable to do so, the candidate and the chair will submit alternates until five have agreed. A letter requesting evaluation, a copy of the candidate's curriculum vitae, copies of professional work, and other evidence of scholarly and professional achievement will be sent to all five reviewers so chosen. Reviewers' letters and summary biographical information about them will be included in the dossier (See V. E. 6 c). Full vita for the external reviewers should be kept on file in the college office with the candidate's research, etc. Such

an objective outside review process has been requested by the university.

H. Evaluation of service

1. Service includes a variety of activities that may involve students, the university, the candidate's professional or academic community, or the larger geographic community.
2. Advising of undergraduate and/or graduate students is considered particularly important, as is service on department or college committees.
3. Candidates for promotion to associate professor are expected to primarily serve the department and college.
4. The person preparing the dossier will summarize the evidence for both the quantity and the quality of service in this section of the dossier. The candidate is encouraged to submit to that person any information which will aid in the evaluation of his/her service to students, the department, the college, the university, the profession (local and national organizations) and the community. Letters solicited by the person preparing the dossier that specifically address the quality of the candidate's service will be summarized in this section of the dossier. The candidate is invited to notify the person preparing the dossier of individuals who can attest to his/her service activity and might not ordinarily be asked to write according to the procedures set forth in this document.

VI. **Third-Year Review**

The J. William and Mary Diederich College Promotion and Tenure Committee conducts the university-mandated review of all non-tenured, tenure-track faculty members toward the end (i.e., usually spring semester) of their third year of full-time, tenure-track employment. The timing of this review is determined by the Office of Academic Affairs. The faculty member's record in teaching, scholarship, and service will be compared to (1) college and university norms for promotion and tenure, and (2) faculty who were successfully recommended for promotion and tenure in the past. This is an important opportunity for the faculty member to receive feedback regarding his/her progress toward promotion and tenure and the written record of the third-year review will become a part of a candidate's promotion and tenure dossier.

- A. Near the start of the semester prior to the third-year review of a faculty member, the dean will notify the faculty member and the department chair

in writing, of the upcoming review, including the deadline, an outline of the materials he/she needs to provide, and the four review categories (below) the committee is to use.

- B. The faculty member being reviewed submits to the committee six copies of the following materials: (1) A complete vita, following the university's model of a vita submitted for promotion and tenure (available from Academic Affairs); (2) A brief (one or two page) letter summarizing his/her activities and accomplishments and outlining his/her current and planned scholarly activity program; (3) A complete set of teaching evaluation scores for courses he/she has taught (i.e., IAS scores for undergraduate courses and any evaluations conducted on graduate courses); (4) An evaluation of the quality of the journals in which he/she has published or has been accepted for publication (e.g., acceptance rates of these journals). The faculty member also submits, for committee review, at least one copy of a sample of his/her scholarly writing (e.g., a refereed conference paper, in-press manuscript, publication, etc.). Normally these materials are submitted to the chair of the committee no later than one month after the start of the semester in which the review will be conducted (e.g., usually mid-February).
- C. At the conclusion of the review, each committee member will, by secret ballot, make one of the following judgments:
1. The faculty member under review already compares favorably with successful promotion and tenure cases of the past.
 2. The faculty member is progressing satisfactorily toward promotion and tenure but more time and evidence are needed before a more definitive promotion and tenure appraisal can be made.
 3. The faculty member has significant problems in teaching and/or scholarship activities and major changes must be made or the faculty member is not likely to be tenured and may not be continued until the time-bound year.
 4. The faculty member's case has such serious problems in teaching and/or scholarship activity that a recommendation for termination of employment at the end of the fourth year should be considered.
- D. The committee members may make a minority report, as in the promotion and tenure dossier, in the event of serious disagreement with the committee decision.
- E. After committee review, the dean of the college and the chair of the committee will meet with the faculty member and his/her chair to discuss the results of the third-year review. Candidates may provide a written

response should they desire to do so. The dean is responsible for communicating the results of the third-year review (i.e. the committee's report and any candidate response) to Academic Affairs.

VII. Promotion to Full Professor

- A. The rank of full professor not only recognizes advanced accomplishment in teaching, scholarship, and service, but also carries with it the obligations to continue to grow in those areas as well as to serve as a model for other faculty. As indicated in the university norms, those promoted to full professor have the following qualifications:
1. Possess the earned doctorate or other appropriate professional degree or qualification.
 2. Normally, have 10 years of teaching or other appropriate professional experience, or college teaching with the earned doctorate or other appropriate professional degree for seven years.
 3. Distinguished fulfillment of the teaching and scholarship requirements of the previous ranks.
 4. Established reputation for excellence among scholars or notable contribution as a scholar in public service.
 5. Possession of those qualities indicated in *Section 302.02 (2)* of the General Criteria for Appointment and Promotion in the university's Handbook for Full Time Faculty.
- B. In general, candidates for promotion to full professor follow the same college-level and university-level procedures (e.g., dossier preparation and contents, timeline) as are used for promotion to associate professor, with the exceptions noted in the university guidelines (e.g., the teaching load summary covers the current semester and eight preceding semesters, IAS scores cover the preceding eight semesters or enough semesters to establish a pattern). Candidates are responsible for ensuring that their application materials conform to university guidelines.
- C. Service requirements for candidates for promotion to full professor include contributions at the university level as well as the department and college levels. Further, candidates should be involved in professional or related service activities. These may include reviewing manuscripts and/or grants, organizing and participating in professional meetings at state, regional, national or international levels, and membership on editorial or professional boards, and other contributions to the academic community.

VIII. Appointment to Emeritus Rank

- A. Appointment of retiring faculty to emeritus rank recognizes long term, excellent accomplishment. Normally, this rank is conferred on faculty who have held any of the senior ranks during their regular years of service and have served the university with distinction for at least five full years.

- B. Emeritus cases are considered in the Spring semester (see university guidelines for exact dates). In general, although dossiers are not as comprehensive as those for promotion to regular faculty ranks, evidence of high quality work must be provided (see the university's Handbook for Full Time Faculty).

- C. Candidates for appointment to emeritus rank must notify the chair of the committee of their intention no later than Nov. 1 of the Fall preceding the Spring semester in which their case is to be considered. Candidates are responsible for ensuring that their application materials conform to university guidelines.

APPENDIX A

UNIVERSITY COMMITTEE ON PROMOTION AND TENURE POLICY ON HIRING AT ADVANCED RANK WITH TENURE

Approved by Dean's Council on November 9, 2000
Approved by the Academic Senate on April 17, 2001

A. Rationale

Members of the University Committee have articulated dilemmas faced by their colleges when hiring faculty in highly competitive areas during late spring and early summer. In some cases, these individuals did not become available until late spring when the regular search process has ended. Moreover, when hiring these individuals for endowed chairs or as department chairs, conferral of tenure is often a consideration. In the experience of the college representatives, serious conflicts can surface as follows: (1) in some cases it is difficult for candidates to obtain teaching evaluations from their administrative files; (2) the colleges are competing to attract these individuals and do not wish to unduly burden them; (3) external reviews of scholarship are often necessary but difficult to secure in timely fashion, and (4) there is usually pressure from the dean to hire the individual.

B. Process

In view of these issues, the University Committee determined to recommend a process to Dr. David Buckholdt, Vice President for Academic Affairs. After considerable discussion, Committee members noted that, in addition to an established research record, Marquette University requires better teaching than might otherwise be required at institutions conferring tenure. The University Committee therefore outlined the following process for hiring candidates at advanced rank with tenure:

- (1) a dossier must be prepared for the candidate, either by the Associate Dean of the college, the department chair, or the chair of the local promotion and tenure committee;
- (2) the candidate must provide a complete curriculum vitae as part of that dossier;
- (3) apart from the candidate's curriculum vitae, the dossier must contain supporting evidence concerning teaching, research and service. Though

the dossier need not be inclusive of the wide variety of materials otherwise supplied to the University Committee as part of the regular promotion and tenure process, the supporting materials should be *commensurate* with the evidence usually provided for promotion to the particular rank sought:

- (a) teaching evidence can include student commentary on teaching scores, an indication of teaching awards, letters from students or peers, a presentation before interested faculty where teaching competence can be demonstrated, or some combination thereof;
 - (b) research or scholarship evidence can include external reviews, journal rankings, an extramural funding record, reference letters from other scholars who are noted in the area, membership in learned societies where membership is achieved only through recognized research, and graduation rates for doctoral or masters candidates, or some combination thereof;
 - (c) service contributions should be acknowledged and noted.
- (4) the dossier must be submitted to the department and college promotion and tenure committees, consistent with individualized college procedures (some colleges have only one committee) which committees normally will vote on the candidate;
 - (5) a recommendation to hire at advanced rank with tenure must issue from a majority of the departmental and college promotion and tenure committees;
 - (6) the dean of the particular college must append his or her recommendation to hire the candidate;
 - (7) the entire file must be submitted to the Vice President for Academic Affairs, who will make a recommendation to the Executive Vice President and to the President.

It was the consensus of the University Committee on Promotion and Tenure that the candidate's burden to supply these materials can be alleviated if the advertisement clearly requires that candidates supply evidence of these criteria at some point in the hiring process. It was a further consensus that the University Committee need not be involved in this process. However, it is critical that the local or departmental committee be involved in the final stages, as noted.