

Guidelines for Review of Assistant Professors and the granting of Tenure  
Department of Kinesiology  
2016

**I. Guidance (Mentoring) and Annual Evaluation of Assistant Professors.**

Assistant professors are guided and evaluated throughout the probationary period, with an emphasis on providing constructive advice to maximize the chance for success. In the Department of Kinesiology, the Mentor Committee provides guidance and the department Executive Committee serves as the Evaluation Committee.

A. Mentor committee.

1. Composition:

- The composition of the Mentor Committee is unique for each assistant professor and is determined by the department Executive Committee in consultation with the Assistant Professor.
- The Mentor Committee for each assistant professor is appointed during the first year of the assistant professor's contract.
- The Mentor Committee consists of at least 3 members. 2 members of the Mentor committee should be Kinesiology Department Executive Committee members, and one of these members will act as chair of the Mentor Committee.
- It is common that at least one member of the Mentor Committee will be a tenured faculty member from outside of the Kinesiology Department Executive Committee.
- The composition of the Mentor Committee will generally remain the same throughout the probationary period. The Department Chair, in consultation with the assistant professor and the Executive Committee will appoint replacements if members need to be replaced, for whatever reason.

2. Role:

- The primary role of the Mentor Committee is to offer support, guidance, and advice on negotiating the probationary period, including expectations and procedures of the Department, School of Education Dean, and Divisional Committee.
- The Mentor Committee advises the assistant professor on the preparation of annual review materials.
- The mentor committee is available for advice on informal as well as formal aspects of Department culture, policies, and procedures. Good communication between assistant professors and their Mentor Committees is essential. Assistant professors are encouraged to initiate communication with members of their Mentor Committees in order to obtain guidance, feedback on work in progress, and advice about any aspect of research, teaching, or service.

B. Evaluation (Executive) Committee. Extension of the annual contract beginning in the 3rd year of a 3-year contract requires that the assistant professor is making progress toward tenure in research, teaching, and service in a manner appropriate to his or her stage in the

probationary process. Evaluation of satisfactory progress is undertaken by the department Executive Committee. As a small department, there is naturally some overlap between the composition of the Mentor Committee and the Executive Committee. Thus there is some overlap between “guidance” and “evaluation” of the assistant professor. Ultimately, decisions regarding promotion, extension, or non-retention rest entirely with the Executive Committee.

C. Process of Annual Evaluations. The Executive Committee conducts Annual Evaluations for each assistant professor. These evaluations are conducted in the spring and cover activities over the preceding calendar year.

1. The first step in the annual review process is the preparation of a Professional Activities Report (PAR) by the assistant professor. This is done soon after the end of the calendar year and covers professional activities in the areas of teaching, research, and service for the preceding calendar year (January 1st to December 31st). The report must list all courses taught the previous year, student evaluation scores for each course and peer evaluations conducted for at least one course during the year, all presentations given, information about each paper published, and information about grants applied for and awarded. In addition, the report should cover all service work undertaken at the Department, University and National levels. Assistant Professors are also encouraged to provide narrative or other metric information for accomplishments that don't fall neatly within the above described categories. As an example, these might include important collaborations that were formed, plans for upcoming projects/grants, development of teaching materials and/or awards received.

2. The assistant professor provides the chair of the Mentor committee with a copy of the PAR. Based on the information in the PAR, the Mentor Committee will draft an Assistant Professor Annual Review report. This is a 2-page summary of the assistant professor's activities in the previous year. The Annual Review report includes significant accomplishments in the areas of teaching, research, and service, as well as any concerns or areas that need improvement. It also includes recommendations regarding areas of focus for the upcoming year.

3. The Mentor Committee meets with the assistant professor. The purpose of this meeting is to answer questions that the assistant professor may have, to clarify potential issues in the report, and to ensure that the assistant professor and the Mentor Committee are in agreement on areas of strength and challenges for the upcoming year. Following the meeting, the Mentor committee may choose to revise the report. Members of the Mentor Committee as well as the assistant professor sign the Annual Review report to indicate that they have seen and discussed it. The assistant professor will have an opportunity to respond to the report in writing.

4. The Annual Assistant Professor Review report is presented to the department Executive Committee at one of its regular meetings during the spring semester. The chair of the Mentor Committee usually presents the Review Report and leads the discussion. The Executive Committee evaluates the assistant professor's progress toward tenure in all areas. Following discussion the Executive Committee votes to consider:

- Receiving the report of the Mentor Committee. The Executive Committee has the option of receiving, appending additional materials to, or rejecting the report of the

Mentor Committee. A copy of amended materials will be sent to the assistant professor, who has the right to respond in writing.

- Renewal of the assistant professor's probationary appointment. The Executive Committee votes on whether or not to recommend to the Dean a one-year extension of the contract in years 2 through 5 of the probationary period.

5. Communication to Assistant Professor. The Department Chair communicates the results of the vote and further advice or evaluation of the Executive Committee in writing to the assistant professor within five working days of the meeting. In cases where the evaluation and/or advice of the Executive Committee differ significantly from the evaluation and/or advice of the Mentor Committee, the Department Chair conveys that difference in writing to the assistant professor. After the Executive Committee votes, the Mentor Committee Chair and Department chair meet with the assistant professor for discussion of the Annual Review Report and any amended materials. Assistant professors have the option of responding to the review and/or meeting with the Department Chair to discuss any aspect of the review and progress toward tenure.

## **II. Promotion and Granting of Tenure.**

A decision on tenure must be made before the end of the sixth year of an individual's "tenure clock." The 6-year period does not include **tenure clock extensions** (see below). A recommendation for promotion to tenure in the terminal year of the probationary period must be submitted to the appropriate Divisional Committee at least three months before the end of the probationary period. The Kinesiology Department Executive Committee considers assistant professors for promotion and tenure in the sixth year of their tenure clock and forwards the tenure decision on to the School of Education Dean. The Dean's office then forwards the tenure materials on to the appropriate Divisional Committee. Each faculty member at the UW-Madison is a member of one and only one Division. Due to the breadth of scholarly activity in the Kinesiology Department, faculty in the department are members of different Divisions. Each assistant professor shall elect at the time of initial appointment the Division most appropriate according to his/her research and teaching. The assistant professor shall select the most appropriate Divisional Committee in consultation with his/her Mentor Committee and the Department Chair. The selected Divisional Committee will review the assistant professor's tenure case, so each faculty member should be familiar with Tenure Guidelines established by the Divisional Committee to which they belong. Criteria for promotion by the Kinesiology Department Executive Committee are outlined below, but it is important for the assistant professor (and his/her Mentor Committee) to insure that they are meeting the criteria established by each Divisional Committee (see below)

Biological Sciences Division:

[https://www.secfac.wisc.edu/divcomm/BSci/BSci\\_Tenure-guidelines.pdf](https://www.secfac.wisc.edu/divcomm/BSci/BSci_Tenure-guidelines.pdf)

Social studies Division:

<http://www.secfac.wisc.edu/divcomm/social/TenureGuidelinesHighlightChanges.pdf>

**Tenure Clock extensions:** Extension of the tenure clock is allowed for a variety of circumstances. Faculty should refer to the section on "Procedures for requesting an extension" on the Secretary of the Faculty website.

#### A. Kinesiology Department Criteria for Promotion and Granting of Tenure.

The Kinesiology Department Executive Committee recommends tenure and promotion based on an evaluation of the assistant professor's record of research, teaching, and service. Since tenure commits university and state resources indefinitely, the department Executive Committee requires proof of excellence in past performance and convincing evidence that a high level of performance will continue. There is no entitlement to tenure based upon a record that is merely competent and satisfactory. The Executive Committee recognizes that the contributions of faculty will differ and that it is not possible to provide precise criteria for all potential tenure cases. It is the intent of the Executive Committee to evaluate all candidates--those with credentials that do not fit neatly within the guidelines as well as those that do--in the fairest manner with the intent of meeting the goal of enhancing University and department excellence. The department Executive Committee uses a variety of criteria to evaluate Teaching, Research and Service contributions.

1. Teaching Excellence. The Kinesiology Department recognizes the wide range of approaches to teaching within the university. Besides the variations attributable to individual personality and style, there are distinctions among types of teaching situations including lectures, discussion sections, seminars, workshops, laboratory instruction, clinical teaching, distance-learning courses, supervising undergraduate research, etc. No candidate is expected to be equally proficient in all teaching situations; proficiency must be demonstrated in those teaching situations most appropriate to the candidate's teaching mission and responsibilities. Evidence must be presented that the candidate has engaged in a teaching program of substantial quality and quantity. The department is especially interested to see evidence of a trajectory of improvement in teaching quality from the beginning of the faculty appointment until the time of promotion. Such evidence is provided by:

- Student Evaluations. As part of the Tenure Dossier (see below) each assistant professor must provide, for each course taught, student evaluation scores collected at the end of the semester. These must be provided in summary form (mean and SEM). In addition, assistant professors must provide all written student comments collected as part of the student evaluation process for each course taught in the last two years prior to submission of the tenure packet.
- Peer evaluations. At least once per academic year during the probationary appointment, the assistant professor must solicit peer evaluations of teaching performance. The assistant professor should select peers, either inside or outside the Kinesiology Department that can provide constructive feedback on his/her teaching. The assistant professor may invite a peer reviewer to review any lecture or other activity during the course of the semester. Before the visit, the assistant professor may want to communicate with the reviewer to discuss the goals of the class meeting and how it fits into the rest of the course in the context of the syllabus. The reviewer must meet with the assistant professor after the class to discuss observed strengths and make

constructive suggestions for improvement. The reviewer is responsible for sending a written report on the lecture or activity to the faculty member and to the Mentor Committee Chair no later than three weeks after the visit. These written peer reviews of Teaching Performance are included in the tenure dossier.

- Other evidence of teaching excellence includes examples of teaching or program materials developed by the assistant professor, evidence of scholarly achievements related to the candidate's teaching program, such as publications, honors, or awards, attendance at teaching workshops, successful applications for grants supporting teaching improvements, etc. The assistant professor should work with his or her Mentor committee in order to insure this additional evidence of teaching excellence is communicated effectively.

2. Research Excellence. Excellence in research refers to the generation of knowledge and its communication to the scientific community. The candidate must have developed an original research program of high quality, which is making a continuing and substantial contribution to science. The development of one or more, independent, coherent, and significant lines of research is important. The Kinesiology Department seeks evidence that the assistant professor has established a research program that is independent, productive, and of high quality. Such evidence is provided by:

- Publication record: A high quality, productive research program is characterized by a significant number of publications in high quality journals. There are no absolute criteria for the number of publications required, but the Executive Committee will look for evidence that the assistant professor's research program is resulting in regular publication of important results. It is recognized that in the different disciplines represented within the Kinesiology Department, there is a wide range of journals that are considered high-quality. Our expectation is that faculty are publishing in the highest quality journals that are appropriate for the type of work being done. To insure independence, it should be clear that the assistant professor is the intellectual driving force for a core body of work in his/her publication record. In particular, publications that are co-authored with the assistant professor's PhD or Post-doctoral advisor are given less weight. In the list of publications in the tenure dossier the assistant professor must state the contribution that he/she made to various aspects of the work such as conceptualization of the work, experimental design, data collection and analysis, writing, and funding, etc.
- Extramural support. Given the diversity of disciplines within the Kinesiology Department, it is often difficult for all departmental Executive Committee members to properly evaluate the quality of each assistant professor's research. The Executive Committee is thus heavily dependent on the opinion of other researchers in that field. One excellent measure of the national and international status of an assistant professor's research program is the acquisition of extramural funding to support this research. The Executive Committee will look for evidence that the assistant professor is regularly seeking extramural funding for his/her work. Successfully obtaining extramural support is a strong sign that this work is of high-quality in the field. However, there is no absolute requirement for a particular type or amount of

extramural funding in the promotion and tenure decision. Summary statements should be included in the tenure dossier for any submitted grants for which they are available.

- Outside letters. As mentioned above, the Executive Committee depends heavily on the opinion of other researchers in the field in order to properly evaluate the quality of the assistant professor's research program. Therefore, the Executive Committee is especially interested in the opinions of experts in the field that have been asked to evaluate the assistant professor's research program and comment on their suitability for promotion and tenure. In the 6th year of the tenure clock, the Department Chair will solicit 6-10 letters from experts in the field appropriate to the assistant professor's work and ask them to comment on the assistant professor's research accomplishments. These letters are generally "arm's length" (i.e. from individuals that have no vested interest in the candidate's success or attainment of tenure) and come from persons outside of UW-Madison who have not been closely associated with the candidate. These letters will be accompanied by a description of the stature of the reviewer and any prior relationship or interactions with the assistant professor (e.g. attended their presentations; served on a panel together, etc.)

3. Service. Service activities fall into three general categories: public, university, and professional. All service activities must be adequately documented. The Kinesiology Department recognizes that assistant professors are often precluded from extensive service opportunities/responsibilities due to the demands of establishing a research program, teaching responsibilities, etc. Thus it is not expected that assistant professors rely heavily on excellence in service as a part of their tenure dossier. However, service in various areas should be documented as part of the promotional materials.

- Public service may include membership on committees and boards, preparation of publications, articles and reprints for the public, speaking to or consulting with public bodies, and participating in or organizing workshops and conferences. Participation in activities in one's capacity as a citizen outside the university is not ordinarily considered.
- University service. The effective operation of the university requires a high degree of faculty participation and, at times, intensive activity in faculty government, departmental and university committees, administrative roles, advisory functions, and similar tasks. All faculty must share in this task, but the department Executive Committee recognizes that a heavier burden may and should fall on the shoulders of more senior (and already tenured) faculty members.
- Professional service. Service to one's profession or academic discipline may occur at local, state, national or international levels. Appropriate activities include service as an officer, member of a board, committee, or task force of a professional group, on-site visits, reviewing research proposals or manuscripts, and organizing and participating in professional and technical meetings such as training institutes, workshops, conferences, and continuing professional education.

#### B. Process in the development of the tenure dossier

The development of an effective tenure dossier is a process that requires coordination and communication between the assistant professor, the Mentor Committee, the Department

Chair and the department Executive Committee. Careful advance planning is necessary for the process to be completed in a timely fashion.

1. Timeline of events in the 6th year of tenure clock.

At the beginning of the 6th year of the tenure clock, the assistant professor should meet with the Mentor Committee to plan the timing of events in the preparation of the tenure dossier. The dates given below assume that the assistant professor will be reviewed by the Divisional Committee no later than the spring semester of the sixth year.

- By November the assistant professor (with the help and guidance of the Mentor Committee):
  - Develops a 2-page description of their research program and research activities during the time as assistant professor. This document will be included in the tenure dossier and also sent to outside reviewers.
  - Develops a list of all their publications with particular attention paid to those publications since appointment as assistant professor – with the role that the assistant professor played in that publication.
  - Develops a 2-page Teaching statement to be included in the tenure dossier.
  - Assembles student evaluation scores, written student comments, and letters from peer evaluation of teaching.
- By December the department will have established a list of potential outside reviewers. The list of potential outside reviewers is developed by the Mentor Committee and the Department Chair, with nominations from the assistant professor considered. The assistant professor may provide a list of names of potential letter writers (including names to be excluded), but this list will only be used to inform, not dictate the selection process.
- In December, the Department Chair will solicit letters of evaluation from the individuals on the list of outside reviewers. The individuals will be provided a copy of the assistant professor's CV, their research statement, and 2-3 representative publications selected by the assistant professor. Letters are requested to be provided by February 1, if possible.
- By February, the tenure dossier should be complete except for the Department chair's letter. The entire tenure dossier, including letters from outside reviewers is made available for members of the department Executive Committee to review.
- The department Executive Committee evaluates the tenure dossier at a regularly scheduled meeting, usually in February. The Executive Committee votes on advancing the candidate to the Dean with the recommendation of promotion with tenure.
- Upon a successful vote, the Chair drafts a letter to accompany the tenure dossier outlining the process that was followed in the department. The Mentor Committee often contributes substantially to the drafting of this letter. The chair's letter explains the recommendation and contextualizes the assistant professor's teaching, research and service work for the divisional committee's evaluation.
- The complete tenure dossier including the chairs letter is forwarded to the Dean, who then forwards all materials to the appropriate Divisional Committee.

2. The Tenure Dossier. The specific requirements for the content of the tenure dossier vary between Divisional Committees. Assistant professors must carefully consult the Divisional Committee requirements in the preparation of their tenure dossier. Assistant professors may choose to review “model” tenure dossiers at the office of the Secretary of the Faculty.