

# A Guide to Instructional Academic Staff (IAS) Career Progression and Portfolio Development at UW-La Crosse

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## 1. INTRODUCTION

The Guide to Instructional Academic Staff (IAS) Career Progression is intended to be a practical resource to the University's career progression (career advancement) policies and their implementation. Advancement of IAS is an important matter for eligible IAS, their respective colleges, departments, and the University community as a whole. Advancement is a significant career achievement and is an important way that academic departments, the colleges, and the University recognize and reward IAS accomplishments and contributions. To ensure fairness, much time and effort have been expended on devising the rules and procedures that govern career progression. Moreover, additional time and effort is expended by IAS in preparing their career progression files and by their departments, their deans, and the Career Progression Committee (CPC) in formulating career progression recommendations.

## 2. OVERVIEW

A successful candidate for career progression will have, along with evidence of good teaching, a solid record of professional development/creative activity/scholarship and/or service. As indicated in the Rules and Procedures of the Career Progression Committee, candidates are not deliberately compared to one another for purposes of evaluation. The CPC, to the best of its ability, attempts to judge each candidate individually on the basis of the evidence provided in the career progression file and votes on whether or not to recommend that individual to the Provost for career advancement. Therefore, the candidate must assume the responsibility for presenting the CPC with the evidence and some criteria for interpreting that evidence.

Some IAS who are eligible for career progression may be unsure of whether their record of teaching, professional development/creative activity/scholarship, and/or service is sufficient to meet the criteria of the CPC. Others may be confident that their efforts warrant an advancement, but may be unclear as to how to construct an effective career progression file. Such IAS members are advised to seek the counsel of department chairs, senior colleagues in their respective departments and other departments, or their deans. For the benefit of IAS who are beginning the task of preparing a career progression file, the Provost/Vice Chancellor's office has available for their review a few progression files from faculty/IAS who were recently promoted.

## 3. CAREER PROGRESSION POLICIES AND PROCEDURES

Career progression policies and procedures are complex, and a thorough understanding of the policies requires an appreciation of the UW System's hierarchy of IAS personnel rules. All policies on the recruitment, appointment, evaluation, retention, career progression, layoff, and dismissal of IAS are contained in one or more of the following sources of rules, procedures, and bylaws.

- **The Rules of the Board of Regents (a part of the Wisconsin Administrative Code):** The rules, which are approved solely by the Board, provide the legal basis for all personnel policies in the hierarchy. The rules are usually referred to as the UWS Personnel Rules and designated numerically by Chapter and Section.
- **The Supplementary UWL Personnel Rules:** The supplementary rules, which augment the UWS Personnel Rules, are designated numerically to be consistent with the UWS. The

supplementary rules may be revised by joint action of the Faculty Senate and the Chancellor. They require UW System Board of Regents' approval.

- **The Faculty Senate Bylaws:** The Senate Bylaws provide the basic organizational structure, rules, policies, and procedures that define the faculty's role in University governance. Bylaws seldom contain specific personnel rules, but the career progression policies are an exception. Amendments to the bylaws require a reading of the proposed amendment at a Senate meeting and approval by two-thirds of the Senate.
- **Instructional Academic Staff Policies and Procedures:** The academic staff personnel policies, which may be revised by majority action of the Faculty Senate, provide greater specificity regarding the implementation of UWL Personnel Rules. The General Policies, Procedures and Criteria for Instructional Academic Staff Career Progression were adopted by Faculty Senate and approved by the Chancellor in May 2007.
- **Departmental Bylaws and Policies:** The Academic Staff Personnel Policies and Procedures (and General Policies for IAS Career Progression) leave much specificity, especially evaluation criteria and standards, to individual departments.

Where do policies and procedures regarding advancement of IAS fit in this hierarchy?

- Unclassified Personnel Guideline (UPG) 4.06 states "The title structure for academic staff in instructional, research and professional title categories is designed to offer career progression to academic staff commensurate with achievement of additional experience and satisfactory performance."
- The Supplementary UWL Personnel Rules contain no specific policies regarding IAS career progression.
- The Faculty Senate and the Chancellor therefore have primary responsibility for these policies.

The Career Progression Committee was created by Faculty Senate Bylaw I.P, which also specifies the composition and basic rules of operation (Appendix A contains the full text of the bylaw). In evaluating candidates for career progression, the members of the Career Progression Committee are required to use the general performance and achievement criteria specified in UW-L's IAS Personnel Policies and Procedures. (Appendix B contains the criteria). The criteria specify minimum standards of educational preparation and experience and describe levels and kinds of achievements expected of each of the series titles, as well as general University policies regarding notification and appeals. Each department is to have developed criteria for the evaluation of IAS for the purpose of career progression. The criteria must be stated in writing and address teaching professional development/creative activity/scholarship and/or service. The degree of involvement in professional development/creative activity/scholarship and/or service activities differs significantly based on the title prefix and departmental policy; therefore, each department shall formulate a definition of professional development/creative activity/scholarship and/or service activity that is to be included.

Faculty Senate Bylaw I.P also requires that the Career Progression Committee create guidelines for submission of departmental criteria and other data submitted on behalf of career progression candidates. The CPC is also required to establish rules and procedures of operation and subsequently publicize the rules and procedures prior to the submission of candidate applications. (Appendix C contains the full text

of the rules and procedures adopted for the next academic year.)

#### **4. CAREER PROGRESSION CRITERIA: Descriptions, Expectations, and Evaluation**

As required by the Academic Staff Personnel Policies and Procedures, all candidates for career progression will be judged on “teaching, professional development/creative activity/scholarship, and/or service.”

- Commonly, professional and public service and contribution to the University are combined into a single category referred to as “service.”
- The evaluation criteria employed for teaching, professional development/creative activity/scholarship, and/or service and the relative weighting of each area vary, sometimes significantly, from department to department and may vary among members of the CPC.
- In general, activity conducted by the candidate prior to joining the instructional academic staff at UW-L may be given less weight than activity conducted since becoming a UW-L IAS member. Candidates should provide evidence in relevant areas for their time at UW-L.
- Any IAS member who is eligible for career progression and considering creating a career progression file should begin by obtaining his or her department’s written criteria and seeking advice and counsel from department chair and senior IAS. Of course, a positive recommendation from a candidate’s department is only the first step to achieving career advancement.
- Career progression is a privilege based upon qualifications exceeding established minimal criteria and is recommended by an informed collective peer judgment.
- All candidates should understand clearly that eligibility status and departmental and college recommendation does not assure or imply that a career advancement will be made.
- Senate Bylaw I.P requires that members of the CPC also judge each career progression candidate on his or her teaching and either professional development/creative activity/scholarship or service.

The following sections are intended to be a guide to the factors that are likely to inform the collective judgment of the CPC in each of the categories of teaching, professional development/creative activity/scholarship, and/or service.

#### **5. IAS CAREER PROGRESSION REPORT FORMAT AND INSTRUCTIONS**

The Career Progression Report is the joint responsibility of the candidate and the IAS Career Progression Committee in the candidate’s department (as defined by the departmental bylaws). Information included in the report should come from the date of hire or last advancement at UW-La Crosse. Candidates seeking a first career advancement should clearly identify contributions made since appointment at UW-L. The candidate submits the report electronically to the department. The department submits the electronic report plus the electronic departmental component to the college dean. The CPC annually publishes a calendar that includes submission dates and decision dates. Information included in the report should come from the portfolio closing date of the last career advancement.

The career progression report consists of three sections: one from the candidate, one from the department and one from the college dean. Appendix D provides detailed instructions regarding the steps involved in producing the electronic portfolio required for progression.

## 5.1 Candidate Materials

### 5.1.1 Candidate's Narrative Statements

### 5.1.2 Candidate's Electronic Portfolio

### 5.1.3 Hyperlinks (Appendices) regarding evidence of teaching, professional development/creative activity/scholarship and/or service

## 5.2 Departmental Materials

### 5.2.1 Department IAS Career Progression Committee Report.

### 5.2.2 OPTIONAL: Department Chair's Letter

### 5.2.3 Statistical Information

### 5.2.4 Department's Statement on IAS Professional Development, Creative Activity and Scholarly Activity

### 5.2.5 Transmittal and Signature Form from the Department

## 5.3 Dean's Materials

### 5.3.1 Dean's Letter

## **5.1 Candidate Materials**

### **5.1.1 Candidate's Narrative Statements:**

These statements describe the candidate's accomplishments in teaching, professional development/creative activity/scholarship, and/or service. The candidate may write up to 3 pages for teaching, 2 pages for scholarship, 2 pages for service (singled-spaced, minimum 12 point font one side only). All information should be listed in descending order of importance, with dates, rather than chronological order. The most outstanding achievements should be highlighted. A special effort should be taken to emphasize the value and quality of the work, not merely the quantity. Do not duplicate items. If an activity could be included in more than one area, place it in the most appropriate area. Lists should be used rather than narrative paragraphs whenever that would be more efficient. There are numerous areas where both the Candidate's report and Department Career Progression Committee report may appropriately comment on the same information. In general the Candidate's report should present this information in the context of the candidate's goals and teaching standards. The IAS completes an annual Individual Development Plan (IDP) or departmental equivalent with his department chair which determines the percentage of time allotted for teaching, professional development/creative activity/scholarship and/or service, and the nature of the activities that will be conducted in that year. Only the most recent IDP will be included in the candidate's career progression report. In the event that a candidate's responsibilities have changed significantly during the period being reviewed, the candidate should address this in the narrative statements.

#### **5.1.1.1 Teaching**

Teaching includes a broad array of activities that take place both inside and outside the classroom, laboratory, and studio. There is no universally accepted definition of good teaching, but the primary aim

of all teaching is to stimulate, promote, and advance student learning and educational development. The quality of teaching should be measured by the success of the instructor in securing the interest, effort, and progress of students.

**Expectations.** UW-La Crosse enjoys a long and proud tradition of offering quality instruction throughout the institution. To maintain this tradition, the CPC expects that candidates for career progression will be good teachers and will provide multiple sources of evidence about their teaching effectiveness. Evidence of quality teaching and clinical/laboratory or librarianship work is a necessary condition for advancement; poor teaching skills and lack of effectiveness cannot be offset by superior achievements in professional development/creative activity/scholarship and/or service. IAS members who have reduced classroom-teaching loads or whose primary responsibility is clinical/laboratory or librarianship work will be evaluated using the same criteria as that used for those whose primary responsibility is classroom teaching.

**Evidence.** The CPC expects that candidates will present evidence of teaching quality from three distinct sources.

- Self-assessment of teaching.
- Peer evaluation of teaching.
- Student evaluation of instruction.

The candidate should provide clear, concise, and specific material demonstrating high quality teaching. While there is no prescribed structure to this section of the report, the portfolio should present evidence from the sources listed below.

Teaching Evaluation: Provide information (other than SEI scores) about the effectiveness of your teaching or other instruction related activities. This will include

- A discussion of teaching philosophy and personal growth.
- A discussion of course expectations (what do you expect students to learn and do).
- A description of your approach to grading and evaluation.
- A description of methods you use to measure your teaching effectiveness.
- Your responses to assessment outcomes.

Candidates must provide representative samples of course syllabi. Syllabi with student learning outcomes are highly encouraged. In addition, a candidate might provide in a hyperlink such items as reading lists, student assignments, and similar teaching materials. If included, this section should provide appropriate explanations. Without accompanying explanation, such materials are difficult for CPC members to assess and may carry little weight in determining quality or effectiveness.

Teaching Development: Include only the most important activities that have had a significant effect on your teaching. Examples of such activities might include:

- Improvements in teaching techniques.
- Research as preparation for teaching.
- Development of new course and units.
- Preparation of curriculum materials such as workbooks and textbooks.
- Visiting scholar or artist.

Teaching Assignment: While statistical information will be included in another section, the candidate should also address:

- Identification of any areas of unique expertise and their value to the department.
- Details about your duties that are different from classroom teaching (coaching, directing, advising, administering, offering independent studies or other courses with individual instruction patterns, directing student research projects, etc.).

The CPC takes into consideration students' overall evaluation of instructional performance. The CPC has available the candidate's student evaluation of instruction (SEI) scores for the most recent three years of instruction. Although additional student generated information is not necessary, some candidates choose to provide written comments from students on their teaching ability. If a candidate elects to provide additional evidence of students' opinion on teaching, a candidate should provide a typewritten transcript of all student comments that were received for that course. Providing only selected student comments is likely to be viewed by the CPC as potentially biased, and substantially discounted. Providing the originals (or photocopies) of handwritten student comments is not desirable since they are difficult to read.

#### **5.1.1.2. Professional Development/Creative Activity/Scholarship**

Professional development/creative activity/scholarship is a broad category that includes those activities engaged in that improve the IAS knowledge, teaching, or service to the university, as well as scholarly activities that contribute to the knowledge base of the IAS' discipline. The degree of involvement in professional development/creative activity/scholarship activities differs significantly based on the title prefix and departmental expectation as indicated in the candidate's IDP.

Professional development activities are required in order that IAS remains current in his/her discipline. These activities may also be required for certification and/or accreditation – either for the individual instructor or for an entire program

Professional development activities may include, but are not limited to those activities that can be shown to relate to the IAS teaching or service responsibilities:

- Participation in workshops, institutes, seminars, graduate courses, or participation in professional organizations or attendance at professional meetings.
- Literature review.
- Formal coursework.
- Participation in continuing education.
- Mentoring.
- In-service training.
- Clinical and/or practitioner experience.
- Professional certification.

Individuals in such disciplines as art, music, theatre, literature, and dance frequently engage in creative endeavors for their scholarly activities.

Such creative activity may include:

- Exhibitions of paintings.
- Drawings.
- Sculptures or ceramics.
- Publication or performances of instrumental or vocal compositions.

- Publication of novels, short stories, plays, essays, or poetry.
- Interpretative recitals or performances.
- Production of stage plays or dance choreography.

Scholarship refers to any creative endeavor that results in original contributions to one's discipline, is reviewed by one's peers and whose results are widely distributed. While scholarship is not required for the majority of IAS, it is a requirement in some departments.

Scholarship activities may include, but are not limited to:

- Basic and applied research.
- New applications of existing knowledge.
- Integration of knowledge.
- Grant writing.
- Presentations at professional conferences.
- Publications in books, journals and reviews.
- Translation and interpretation.
- Scholarship of teaching and learning.
- Creative endeavors.

**Evidence:** The CPC focuses on the quality and not the quantity of the professional development/creative activity/scholarship. The narrative description will include the activities in this category and their relationship to the IDP. Evidence of attendance at workshops, continuing education, and coursework, etc. is expected but it is not sufficient; therefore, the narrative description should indicate how these activities have furthered the IAS growth and the contributions made to the department.

#### 5.1.1.3 Service

Service by a candidate for career progression is the fulfillment of his or her professional responsibilities, including educational responsibilities outside the classroom, active participation in professional organizations, committee work or other assignments within his or her department and/or the University, and activities that benefit the community at large. Each department defines service activities appropriate to the particular discipline. The degree of involvement in service activities differs significantly based on the title prefix and departmental expectation as indicated in the candidate's IDP.

**Evidence.** The list of service activities that a candidate might include in his/her career progression report is almost endless. Service activities tend to fall into three categories—Professional Service, University Service and Community Service.

Professional service involves the use of professional expertise in a service activity that may be internal or external to the University. Examples of professional service include

- Advising students.
- Making an active contribution to a professional society.
- Organization of lecture series, institutes, workshops etc.
- Administration of grants.
- Provision of in-service training.
- Consulting and advising.
- Providing lectures or workshops.
- Assisting colleagues with research design and statistical analysis.



- Serving as a peer reviewer for articles or grant proposals.
- Evaluating a program for an external agency.
- Supervising student research projects.

The candidate should explain how professional expertise is essential to the success and quality of the activity and outcome. For example, an individual who organizes a professional conference may be involved in the development of the topics and themes, selection of presentation proposals, and reviewing and editing a collection of conference proceedings. Work of this kind depends upon professional expertise, makes a contribution to the field and can be judged by peers.

Similarly, consulting with governmental, charitable, or health agencies or area business groups or corporations and analyzing public policy or proposed legislation for the media are other examples of professional service. The candidate should present a clear case that the activity depends upon professional expertise and demonstrate the success or quality of the work.

University service includes activities such as doing department, college, and University committee work; serving as a Faculty Senator; advising student organizations; and graduate student research committees. Evidence that service activities have been particularly valuable to the discipline, University or the community serves to strengthen a career progression recommendation.

Performance of community services unrelated to the candidate's discipline is certainly worthwhile and reflects well on the University, but such community service is usually not given as much weight as other service activities by the CPC in making career advancement recommendations.

### 5.1.2 Candidate's Electronic Portfolio

Following the instructions provided in Appendix D, candidate's electronic portfolio will be extracted from the material entered into the electronic portfolio system.

### 5.1.3 Hyperlinks (Appendices) regarding evidence of teaching, professional development/creative activity/scholarship, and/or service

Each candidate may provide hyperlinks regarding evidence of teaching, professional development/creative activity/scholarship, and/or service. Candidates should be aware that CPC members rely on the department and experts in the field to provide judgment regarding the quality of the materials included. Although evidence of teaching, professional development/creative activity/scholarship, and/or service is reviewed, they are not the primary source of information for CPC members. The primary role of the hyperlinks is to provide the department and dean with the information needed to make their determinations. CPC members vary in their review of hyperlinks. CPC members tend to refer to hyperlinks for clarification or verification of arguments made by the candidate or the department. Hyperlinks should be referenced in the primary materials and CPC members should be guided by the candidate in terms of the importance and/or intent of a hyperlink. Prior to the use of electronic portfolios, faculty promotion candidates were allowed a 1-inch binder in which to present their materials. IAS career progression candidates should be mindful of this guideline and not exceed 10 links of evidence appropriate per area (teaching, professional development/creative activity/scholarship, and/or service). For teaching, hyperlinks are in addition to syllabi. Links to evidentiary hyperlinks should be ordered according to importance and follow the guidelines provided in Appendix D.

## 5.2. Departmental Materials

## **5.2.1 Department IAS Career Progression Committee Report**

This section of the report justifies the departmental career progression committee's decision that, in the context of the department, the candidate's record warrants career progression. This section consists of separate statements on teaching, professional development/creative activity/scholarship, and/or service. The vote of the committee is reported on the transmittal form and a signature page, signed by all members of the committee, is to be appended to this section of the report. A sample signature page is included at the end of this document. Once the deadline for transmittal of the portfolio to the Dean's office has passed, the portfolio is closed and cannot be modified.

### **5.2.1.1 Teaching**

A candidate's departmental colleagues are in the best position to make accurate judgments as to the quality of instruction in that discipline. The CPC assumes that a candidate recommended for career progression by a department is regarded as a good teacher within that department. Nonetheless, the CPC asks the department to evaluate the quality of teaching both in terms of content and method and to provide specific evidence in support of the candidate's success in securing student interest, effort, and progress.

Examples of such evidence include reports of classroom observation by tenured faculty or senior IAS, comparative results on common or standardized tests, outcomes of departmental assessment activities, and performances or exhibitions by the candidate's students. Simple testimony that a candidate is believed to be a good teacher, whether from the department chair, chair of the department's IAS career progression committee, or a mentor, is likely to be greatly discounted without specific corroborating evidence. Classroom visit reports on their own carry less weight than an analysis of the reports that places the observations in context and draws appropriate conclusions. Reports or letters resulting from classroom visits may be included in a hyperlink.

This section should put SEI information into context by including, for example: (1) an explanation of how the candidate's SEI scores compare to others in the department, (2) a comparison of SEI scores for a course with those of department members who teach the same course, (3) an interpretation of the candidate's SEI scores in general and for specific courses, and (4) an explanation of any trends in those scores.

### **5.2.1.2 Professional Development, Creative Activity and/or Scholarship**

This section should include a statement on the significance of the professional development, creative activity or scholarship within the discipline and the department. The statement should put this contribution in context of the amount of time devoted to professional development, creative activity and/or scholarship on the IAS Individual Development Plan (or departmental equivalent).

If the IAS has participated in professional development activities, this section should describe the quality of these activities and how these activities have made a contribution to the advancing the IAS' program and/or department. The committee should discuss how the IAS professional development activities were evaluated.

If the IAS produced scholarship, this section should discuss the contributions this scholarship has made to the discipline, program, and/or department in relationship to the department's definition of scholarship. In cases of multiple authorship, the career progression committee should address the candidate's role in the performance and reporting of the scholarship.

If the IAS produced creative activity, the committee should discuss how these creative activities are evaluated by the discipline as well as accepted standards for documenting and reporting the results of creative efforts

### **5.2.1.3 Service**

This section of the report should address the quality of service activities and their value to the department, college, university, and profession. Where service is external to the university this section should discuss the role of the candidate's professional expertise in the success of the service activity.

### **5.2.2. OPTIONAL: Department Chair's Recommendation Letter**

This letter is optional. If provided it should summarize the candidate's major accomplishments and include additional comments the department chair may wish to make, i.e., beyond what is contained in the IAS career progression committee report.

### **5.2.3. Statistical Information**

This section reflects statistical information on the candidate and is conveyed via the department chair. This includes SEI and merit information. Sample forms are included at the end of this document.

**5.2.3.1 SEI Information.** The department provides the SEI average (across sections) and ranking for the candidate along with departmental data (such as ranges and averages) for each of the past six semesters. A copy of a blank student evaluation form used by the department should also be provided. If the candidate has been involved in the pilot work on a campus-wide SEI form (Fall 2006 on), information on all measures used should be provided. The method for calculating the reported SEI scores (e.g. whether it is a mean value, median value, fractional median value, etc.) should be described, as should the department's procedures governing student evaluation of instruction (including the required frequency of evaluation and the proportion of the instructor's class sections that must be surveyed).

**5.2.3.2 Merit Information.** When available, the department provides the merit ranking (or categorization) for the candidate along with departmental data (such as ranges and averages). In addition, the department briefly describes the merit evaluation procedure used by the department. If applicable, the relative weighting of teaching, scholarship and service used in the merit process are included. Any weighting for determining merit scores is explained.

### **5.2.4 Department's Statement on IAS Professional Development/Creative Activity/Scholarly Activity**

### **5.2.5 Transmittal and Signature Form from the Department (scanned with original sent to the Dean)**

## **5.3 Dean's Materials**

### **5.3.1 Dean's Letter**

The dean submits a signed declarative statement such as "I agree with the recommendation of the department." If the Dean's recommendation is at variance with the department recommendation, the document should explain the reasons for the Dean's dissenting opinion.

## APPENDIX A FACULTY SENATE BY-LAW FOR IAS CAREER PROGRESSION COMMITTEE

### N. The Career Progression Committee

Duties and responsibilities of the committee shall include reviewing career progression files subject to the following rules of operation:

1. The committee members shall use the general performance and achievement criteria that are described in the “General Policies, Procedures and Criteria for Instructional Academic Staff Career Progression” (the most current version of which is posted on the IAS website <http://www.uwlax.edu/facultysenate/committees/ias/pages/CareerProgression.html>). Criteria include teaching, professional development/creative activity/scholarship and/or service. The committee shall provide guidelines for the submission of departmental criteria and other data supporting candidacy for career progression. Following the establishment of rules and procedures and prior to submission of candidate application, the IAS Liaison shall hold a meeting for eligible candidates to describe the career progression process. The CPC, via the IAS Liaison, shall publicize the procedures that the CPC employs in the *Campus Connection* annually and prior to the submission deadline for career progression files.

The members shall give fair and full consideration to all relevant materials that are presented on the candidate's behalf. A written unpublished record of the deliberations shall be maintained. The unpublished records shall be destroyed at termination of the committee year or after resolution of all appeals.

2. Within seven days of the committee's decision on a candidate for progression, the chairperson of the CPC shall communicate the decision in writing to the candidate and to the appropriate department chairperson. A candidate who is not recommended for progression shall receive the reasons for the negative decision as part of this written notification.
3. Within 7 days of receiving the written reasons for a negative CPC progression decision, the candidate may, by writing to the Career Progression Committee chair, appeal the CPC recommendation. An appeal review shall take place within 14 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The burden of proof in such an appeal shall be on the IAS member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:
  - a. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
  - b. Factors proscribed by applicable state or federal law regarding fair employment practices, or
  - c. Improper consideration of qualifications for progression. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a IAS member in question if material prejudice resulted because of any of the following:
    - i. The procedures required by rules of the faculty or board were not followed, or
    - ii. Available data bearing materially on the quality of performance were not considered, or
    - iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days.

4. The committee shall provide the Provost a list of those recommended and not recommended for career progression no later than the first Friday of February. Separate lists shall be provided for each series title.
5. Within 21 days of receiving the committee's decision on a candidate for advancement, the Provost shall communicate the decision in writing to the candidate, the appropriate department chair, the Career Progression Committee chair and the Office of Human Resources. A candidate who is not recommended for career progression shall receive the reasons for the negative decision as part of this written notification.
6. Each career progression candidate has the right to appeal a negative decision in a grievance filed with the Instructional Academic Staff (IAS) Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02).

The burden of proof in such an appeal shall be on the IAS member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:

- a. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
- b. Factors proscribed by applicable state or federal law regarding fair employment practices, or
- c. Improper consideration of qualifications for career progression. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of an IAS member in question if material prejudice resulted because of any of the following:
  - i. The procedures required by rules of the IAS or board were not followed, or
  - ii. Available data bearing materially on the quality of performance were not considered, or
  - iii. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair.

Membership of the Career Progression Committee (CPC) shall consist of 7 members including:

- Six members of the faculty selected by the Faculty Senate to be representative of the colleges/divisions and should include at least one representative from each college. These members shall be IAS at the Senior Lecturer or Associate Clinical Professor level (or higher) or

tenured ranked faculty at the Associate Professor level (or higher), with the ultimate goal of IAS holding the majority membership of this committee.

- The current chair of the IAS Committee. If the current chair does not meet the title requirement of Senior Lecturer/Clinical Associate Professor (or higher), the IAS Committee shall elect a representative to serve on the CPC.

## **APPENDIX B            GENERAL POLICIES, PROCEDURES AND CRITERIA FOR INSTRUCTIONAL ACADEMIC STAFF CAREER PROGRESSION**

### **General Principles:**

1. For career progression tracking and eligibility purposes only, individual IAS will accrue one semester of UW-L teaching for each semester of employment. Summer and Winter Term teaching does not count toward accrual.
2. The minimum time in higher education teaching experience refers to situations regarding “X” semesters teaching in higher education or other appropriate experience. It is understood that this refers to 100% appointments only at other four-year higher education institutions. This will be negotiated between the Dean and the IAS at time of first appointment and recorded on the initial Personal Action Form (PAF).
3. IAS who are not employed at UW-L for a period of 4 consecutive semesters do not continue to bank UW-L teaching semesters and previously banked UW-L teaching service is forfeited. At the time of any future re-hire, these forfeited years could be negotiated as part of the minimum time in higher education teaching experience for accrual and title determination.
4. Individuals must have been employed at UW-L during the academic year immediately prior to that in which career progression application is being made.
5. The minimum time in higher education teaching experience and time in title at UW-L merely represents the necessary experience needed for eligibility for consideration. Career progression decisions will be based solely on the evidence of effective teaching and additional accomplishments at UW-L deemed appropriate for a higher title.
6. Individuals with dual appointments in separate departments will have uniform titles across departments. This will require departmental collaboration (similar to faculty promotion) when reviewing career progression applications.
7. All career progression packet materials must be submitted electronically on or before the first Friday in January in order to be eligible for consideration.
8. If career progression is approved, \$1,000 will be added to that individual’s base salary at the beginning of the next academic year. It is understood that this one-time \$1,000 salary “bump” will be funded through centrally-based monies, while any ongoing salary increase due to change in title will be funded annually through that individual’s college budget.
9. Deans have the discretion in recommending multi-year contracts, but will consider long-term programmatic needs and IAS individuals in the higher titles first when requesting multi-year contracts.

## Minimum Educational Preparation and Experience for Career Progression Eligibility:

LECTURER Effect of Career Progression on Position Title	CLINICAL Effect of Career Progression on Position Title	Minimum Higher Education Teaching Experience and Time in Title at UW-L	Documentation of Effective Teaching	Additional Accomplishments
Associate Lecturer to Lecturer	Clinical Instructor to Clinical Assistant Professor	<ul style="list-style-type: none"> <li>• 8 semesters teaching in higher education or other appropriate experience.</li> <li>• At least 2 semesters of which must be teaching in title at UWL</li> </ul>	Demonstrated <i>strong</i> record of accomplishment in Teaching from: <ul style="list-style-type: none"> <li>• Self Assessment</li> <li>• Peer Reviews</li> <li>• Chair Evaluation</li> <li>• SEI Scores</li> <li>• Other Teaching Assessment, if applicable</li> </ul>	Evidence of professional development/creative activity/scholarship and/or service such as: <ul style="list-style-type: none"> <li>• Undergraduate Advising</li> <li>• Assisting in Developing Lab Safety Protocol</li> <li>• Lab Scheduling</li> <li>• Curriculum Development</li> <li>• Participating in Outreach Programs</li> <li>• Attending Workshops</li> <li>• In Service Training</li> <li>• Committee Work</li> <li>• Participating in Mentoring</li> </ul>
Lecturer to Senior Lecturer	Clinical Assistant Professor To Clinical Associate Professor	<ul style="list-style-type: none"> <li>• 12 semesters teaching in higher education or other appropriate experience.</li> <li>• At least 6 semesters of which must be teaching in title at UWL</li> </ul>	Demonstrated <i>sustained</i> record of accomplishment in Teaching from: <ul style="list-style-type: none"> <li>• Self Assessment</li> <li>• Peer Reviews</li> <li>• Chair Evaluation</li> <li>• SEI Scores</li> <li>• Other Teaching Assessment, if applicable</li> </ul>	<ol style="list-style-type: none"> <li>1. Demonstrated sustained record of accomplishment in area of professional development/creative activity/scholarship and/or service, such as:                             <ul style="list-style-type: none"> <li>• Teaching- or Clinical-Related Research</li> <li>• Clinical Practice</li> <li>• Additional Accomplishments Activities from Above Grid</li> </ul> </li> <li>2. Advanced degree and documented certification or license if required by the specific program or department.</li> </ol>
Senior Lecturer To Distinguished Lecturer	Clinical Associate Professor To Clinical Professor	<ul style="list-style-type: none"> <li>• 20 semesters teaching in higher education or other appropriate experience.</li> <li>• At least 10 semesters of which must be teaching in title at UWL</li> </ul>	Demonstrated sustained record of excellence in Teaching from: <ul style="list-style-type: none"> <li>• Self Assessment</li> <li>• Peer Reviews</li> <li>• Chair Evaluation</li> <li>• SEI Scores</li> <li>• Other Teaching Assessment, if applicable</li> </ul>	<ol style="list-style-type: none"> <li>1. Recognition for significant contributions in service, research or clinical practice.</li> <li>2. May guide, train or supervise others.</li> <li>3. Terminal degree and documented certificate or license if required by the specific program or department.</li> </ol>
	Clinical Professor To Distinguished Clinical Professor	<ul style="list-style-type: none"> <li>• 30 semesters teaching in higher education or other appropriate experience.</li> <li>• At least 10 semesters of which must be teaching in title at UWL</li> </ul>	Demonstrated excellence above and beyond the level of Clinical Professor with regards to accomplishments in Teaching from: <ul style="list-style-type: none"> <li>• Self Assessment</li> <li>• Peer Reviews</li> <li>• Chair Evaluation</li> <li>• SEI Scores</li> <li>• Other Teaching Assessment, if applicable</li> </ul>	<ol style="list-style-type: none"> <li>1. External recognition for significant contributions in service, research or clinical practice.</li> <li>2. Expected to guide, train or supervise others.</li> <li>3. Terminal degree and documented certification or license if required by the specific program or department.</li> </ol>

**Exclusions:** UW-L specifically excludes those IAS holding the following Instructional Titles from this process:

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Visiting Professor</li> <li>• Retired Faculty Annuitants</li> <li>• New Faculty ABD</li> <li>• Professor Emeritus</li> <li>• Professor of military Science</li> <li>• Adjunct Professor</li> <li>• Professor L/I\</li> <li>• Visiting Lecturer</li> </ul> | <ul style="list-style-type: none"> <li>• Extension Associate</li> <li>• Faculty Assistant</li> <li>• Faculty Associate</li> <li>• Instrumentation Innovator-<br/>instruction</li> <li>• Lab Manager</li> </ul> |
|--|--|



Note: Lab managers are not included as they are non-instructional academic staff positions. Lecturers and clinical professor titles may teach labs, but would not ordinarily perform the duties of lab managers.

**Additional Policies:**

1. Non-Discrimination Clause. Race, national origin, sex, age, handicap, religion, creed, and political views will not be considered pertinent factors in the formulation of recommendations for progressions
2. Evaluation Criteria. Evaluation of IAS members for career progression purposes shall be based on the standards and guidelines adopted by the Board of Regents and by the La Crosse Faculty Senate. (See following pages)
3. Career progression is not automatic when requirements for minimum experience and training are met. Career progression is a privilege based upon qualifications exceeding established minimal criteria and is recommended by an informed collective peer judgment. All concerned should understand clearly that eligibility status and departmental or office recommendation for career progression does not assure or imply that recommended advancement will be made.
4. Career Progression Criteria.
  - a. The current academic year is not countable as experience toward eligibility requirements.
  - b. Education and experience as well as other requirements must be fully met prior to formulation of recommendations for career progression.
  - c. The individual IAS member is responsible for informing the appropriate university officer of any newly completed graduate study that might affect his/her educational preparation and career progression eligibility.
5. Advancements shall be considered effective July 1 following their announcement by the Provost. These actions will precede salary adjustment actions for the following academic year, at which time progressed IAS members shall be grouped with those in their recommended ranks.

**Procedure and Progression:**

1. Notification of Eligible IAS.
  - a. Initial Year (Fall 2007): Each IAS will receive a letter from the office of human resources indicating “semesters in current title.” This baseline number will be used to determine eligibility for Fall 2007 career progression applicants.
  - b. Subsequent Years: The IAS’s Individual Development Plan (IDP) will indicate the number of “semesters in current title.” This will be used to determine the quantitative portion of career progression eligibility. Individual IAS will then need to determine if the qualitative requirements for career progression have been met. An IAS should consult with his/her department chair to see whether their qualitative experience meets the requirements for career progression application.
  - c. The CPC, via the IAS Liaison, shall publicize the procedures that the CPC employs in the *Campus Connection* annually and prior to the submission deadline for progression files.

d. Career Progression Deadlines:

First Friday of December	Career Progression Portfolio with Departmental Materials due to Deans from Department Chairs
First Friday of January	Career Progression Portfolio due to the Faculty Senate Office (Portfolios held in Senate Office for review by committee members.)
First Friday of February	IASCPC recommendations due to the Provost Office (Portfolios transferred to Human Resources.)
Within 21 days of receiving IASCPC recommendations	Provost issues notification letters to all IAS applicants
July 1 of Next Academic Year	New Title takes Effect

2. Departmental Procedures for Career Progression.

- a. During the first year of implementation and in departments whose bylaws do not include a process for IAS career progression, it shall be the responsibility of the department chair to provide the required letter of support.
- b. Each department shall develop criteria for judging the performance of its IAS members as they pertain to the formulation of a recommendation for career progression.

The criteria must address themselves to teaching, professional development/creative activity/scholarship and/or service. Each department shall determine the relative importance of each of these categories. The criteria shall be documented in the departmental bylaws and be made available to all IAS departmental members.

- c. Each department shall develop procedures for career progression consideration and recommendation. These procedures shall be documented in the departmental bylaws, shall be made available to all IAS departmental members and shall include the following:
  - i. The composition of the Departmental IAS Career Progression Committee shall be defined.
  - ii. The departmental definition of professional development, creative activity and scholarship shall be documented in the department's bylaws and be made available to all IAS department members.
  - iii. The career progression consideration meeting shall include evaluation of the materials submitted in support of the candidate and the result of the candidate's student, peer and merit (if applicable) evaluations.
  - iv. The committee shall formulate and record its reasons for recommendation or non-recommendation.
  - v. The departmental appeals process shall be documented in the department's bylaws and be made available to all IAS department members.

- d. For those candidates recommended by the department for career progression, the department chairperson shall transmit in writing the recommendation and the reasons to the appropriate dean. A copy of the letter shall be provided to the candidate at least one day prior to the submission of the career progression file to the respective dean and within seven days of the departmental decision. The recommendation shall be accompanied by the appropriate supporting materials.
- e. When a candidate is not recommended by a department or unit, no further consideration shall occur nor shall the candidate's file be forwarded to the dean.
  - i. The career progression candidate shall be given written notification of the negative decision and written reasons for a negative decision within seven days.
  - ii. Within seven days of receiving the written reasons for a negative decision, the candidate may, by writing to the department chairperson, request reconsideration by the departmental committee that made the decision. The reconsideration review shall take place within 10 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The IAS member shall be allowed an opportunity to respond to the written reasons, to present written or oral evidence or arguments relevant to the decision, and/or to use witnesses. Reconsideration shall be non-adversarial in nature. The committee shall give fair and full consideration to all relevant materials. Written notice of the reconsideration decision shall be transmitted to the candidate within seven days. If a positive decision was made during reconsideration, this decision shall be forwarded to the dean within seven days. If a negative decision was made, no further consideration shall occur and the candidate's file shall not be forwarded to the dean.
  - iii. Each career progression candidate has the right to appeal a negative reconsideration decision in a grievance filed with the IAS Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02).

### 3. Responsibilities of the Dean.

- a. The dean shall make career progression recommendations to the Career Progression Committee. This recommendation shall be in the form of a statement of support or non-support. A statement of non-support shall include reasons.
- b. Within seven days of the dean's decision on a candidate for career progression, the dean shall communicate the decision in writing to the candidate and to the appropriate department chairperson. A candidate who was not recommended for career progression shall receive the reasons for the negative decision as part of this written notification.
- c. Within seven days of receiving the written reasons for a negative decision, the candidate may, by writing to the dean, request reconsideration by the dean. The reconsideration review shall take place within 10 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The IAS member shall be allowed an opportunity to respond to the written reasons, to present written or oral evidence or arguments relevant to the decision, and/or to use witnesses. Reconsideration shall be non-adversarial in nature. The dean shall give fair and full consideration to all relevant materials. Written notice of the reconsideration decision shall be transmitted to the candidate and to the appropriate

department chair within seven days.

- d. Each career progression candidate has the right to appeal a negative reconsideration decision in a grievance filed with the IAS Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02).
- e. The dean shall transmit department recommendations and materials for career progression along with his/her own recommendation statement to the Career Progression Committee.

#### 4. The Career Progression Committee: Composition and Procedures.

- a. This description may be found in Appendix A of this document.

#### 5. Appeal of Negative Career Progression Committee Decision.

- a. Within 7 days of receiving the written reasons for a negative CPC progression decision, the candidate may, by writing to the Career Progression Committee chair, appeal the CPC recommendation. An appeal review shall take place within 14 days of the filing date. The IAS member shall be given at least 7 days notice of such review. The burden of proof in such an appeal shall be on the IAS member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:
  - i. Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
  - ii. Factors proscribed by applicable state or federal law regarding fair employment practices, or
  - iii. Improper consideration of qualifications for progression. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a IAS member in question if material prejudice resulted because of any of the following:
    1. The procedures required by rules of the faculty or board were not followed, or
    2. Available data bearing materially on the quality of performance were not considered, or
    3. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days.

- b. Each career progression candidate has the right to appeal a negative CPC decision in a grievance filed with the IAS Hearing Committee. Rules and procedures for filing a grievance are specified in UWS 13.02 and UWL 13.02. The IAS Hearing Committee shall forward its recommendation to the Chancellor (see UWS 13.02). (See Appendix A).

#### 6. Responsibilities of the Provost.

- a. Within 21 days of receiving the career progression committee's decision on a candidate for advancement, the Provost shall communicate the decision in writing to the candidate, the appropriate department chair, the Career Progression Committee chair and the Office of

Human Resources. A candidate who is not recommended for career progression shall receive the reasons for the negative decision as part of this written notification.

- b. A career progression candidate who was denied advancement by the Provost but recommended for career progression by the Career Progression Committee shall receive from the Provost written reasons for the denial. The Provost shall provide the written reasons within seven days of the request. There is no provision for appeal of the Provost's decision.

## APPENDIX C CAREER PROGRESSION COMMITTEE RULES AND PROCEDURES

The Career Progression Committee via the IAS Liaison shall publicize the procedures that it employs annually in the *Campus Connection* prior to the submission deadline for career progression files.

### **General Principles:**

1. The Career Progression Committee is comprised of 6 IAS at the level of Senior Lecturer/Clinical Associate Professor (or higher) or tenured faculty at the level of Associate Professor (or higher) plus a representative from the IAS Committee. The committee will elect its chair at its first committee meeting of the academic year. The Office of the Provost shall provide support for the chair and coordinate all activities related to the career progression process.
2. Once the portfolio has been forwarded to the Dean, it is closed and cannot be modified. The CPC may request clarification at the Discussion Meeting and/or Reconsideration Meeting.
3. In order for a CPC member to be eligible to vote on a candidate at the conclusion either of the two meetings (discussion or reconsideration), the CPC member must be physically present at the meeting or participate in the meeting via conference call. CPC members absent from either of these meetings may not submit written statements about candidates under consideration.
4. Absolute confidentiality related to written or oral comments and voting summaries is to be maintained by every member of the CPC.
5. The chair is the only spokesperson for actions of the CPC.
6. Each CPC member agrees to respect a diverse, informed, and professional subjectivity on the part of all other members of the CPC.
7. Each CPC member submits the following feedback:
  - Initial Ballot (completed after the Discussion Meeting): “yes” or “no” votes to progress the candidates and reasons given for any “no” votes.
  - Reconsideration Ballot (completed after the Reconsideration Meeting): “yes” or “no” votes to advance the candidates under reconsideration and reasons given for any “no” votes.

### **Discussion Meeting:**

1. The CPC will conduct business with at least 5 members present.
2. Separate discussions will be held for each of the series titles.
3. Initial Ballot. Within 48 hours of the Discussion Meeting, each CPC member will complete an initial ballot. Members will vote yes or no for each candidate and will provide reasons for any “no” votes. The vote will be submitted electronically via D2L. Although members’ names are associated with their ballots, this information is used only for the Office of the Provost to track

who has voted. It is not shared with the committee or candidates. A 2/3 positive vote by those eligible (see above) shall be required for a recommendation for advancement.

**Reconsideration Meeting:**

1. All candidates receiving less than a two-thirds positive vote will be reconsidered at the Reconsideration Meeting, which will consist of a discussion of each candidate being reconsidered. A voting summary of all candidates being reconsidered will be provided to the CPC members by the Office of the Provost prior to the beginning of the meeting.
2. Reconsideration Ballots will be available to CPC members electronically after the meeting. Within 48 hours of the reconsideration meeting, each member will vote yes or no for each candidate and will provide reasons for any “no” votes. These ballots will be submitted to the CPC Chair within 48 hours. A two-thirds positive vote will result in a recommendation for progression.

There are four steps involved in preparing an electronic portfolio for review by CPC involving the candidate, the department chair, the dean, and the Office of the Provost.

#### THE CANDIDATE

- The candidate's role is to create an electronic report for submission to his/her department and dean using the following guidelines and attending to the instructions and parameters included in the box below.
  - All materials for progression will be electronic and entered into the Digital Measures electronic portfolio system. Eventually all IAS will have their activities entered using the fields (categories) specified by the electronic system. However, currently, the following guidelines are in place.
    - Activities from a minimum of the past three academic years (6 semesters) should be entered into the system. In addition, the system allows for IAS members to post a curriculum vita representing their work prior to the material entered into the system.
    - If a curriculum vitae is included, headings should be included and information under each heading/subheading should be listed in chronological order, single-spaced, with the most recent year first.
1. Once the candidate has extracted his/her file following the guidelines provided in the box below, he/she will need to edit the file such that the evidence hyperlinks for teaching, professional development/creative activity/scholarship and/or service are in *order of importance* and that the number of evidence hyperlinks does not exceed 10 per area (see section 5.1.3 for further guidance). Candidates should make sure to remove any duplicate entries.
    - a. Syllabi are not included in the hyperlink count toward teaching. Candidates should make sure that for each course taught in the past six semesters there is only one of the most recent syllabi hyperlinked to the report.
    - b. Any entries included with individual courses under Additional Information Regarding Pedagogy for this Course and Assessment of Teaching are not included on the career progression report. Therefore, if the candidate would like the CPC to consider the information contained in these areas, it should be addressed in the narrative or in one of the evidentiary hyperlinks.
  2. The candidate forwards the file to the departmental IAS career progression committee (as defined by departmental bylaws). Departmental by-laws may indicate additional security or distribution methods.
  3. The candidate may make changes to the portfolio only if the departmental committee recommends changes.



## **BOX: Guidelines for the inclusion of electronic materials for a career progression candidate's portfolio**

These instructions are best understood by a candidate who is generally familiar with the Digital Measures electronic portfolio and most of these instructions would be best followed once logged into the system.

### **Logging In**

Candidates log into the system by entering through the “E-portfolio portal” on the “Faculty & Staff” webpage on the UW-L homepage

or via <https://www.digitalmeasures.com/login/uwlax/faculty/login/showLoginPage.do>.

If needed, a candidate can request a password by clicking on the link at this login page.

### **Entering Activities**

Following the guidelines above, all candidates will have academic work from the date of hire or date of last career progression entered into the system through the fields/categories available under “Your Activities.” Candidates enter activities using the fields/categories provided. In addition, the candidate can upload (attach/store) files that can be used for career progression evidence. The preferred format for these files is pdf. The maximum size for any one file (in any format) linked to the career progression report is 10 MB. There are three primary places in the system where files should be attached for career progression.

1. Teaching:
  - a. Syllabi should be uploaded under the “store file” function available for each class under “teaching schedule.” Course numbers/names and enrollments are automatically entered.
  - b. Teaching evidence should be uploaded under “assessment” – peer evaluations of teaching can be loaded under assessment or as teaching evidence under IAS materials
2. Professional development/creative activity/scholarship evidence should be uploaded under intellectual contributions, artistic activities, or presentations. Each has a “store file” function for any independent entry an IAS member makes.
3. At the bottom of the “Your Activities” screen there is a component entitled “IAS Materials.” This component is the proper place for any additional evidence not included under other activity categories. The electronic portfolio system allows for a candidate to enter a short descriptive text to be included with each uploaded form of evidence.

### **Narrative Statements**

Candidates should save their narrative statements for teaching, professional development/creative activity/scholarship, and/or service and a CV (regarding work prior to UW-L or reflecting past work), if applicable, in pdf format and load them into Digital Measures under the component entitled “IAS Materials” at the bottom of the “Your Activities” screen in the system.

### **Format of the Files**

Materials reviewed by CPC need to be identical to the materials reviewed by the department and dean. Therefore, the following guidelines should be followed.

- **Static materials:** Due to potential changes in web-based materials, static files (files that are permanent and temporally fixed) should be created for all electronic materials. For instance, if a copy of an article is available from the journal's website, the material should be saved to a file, and loaded into the electronic portfolio system. Or, a music file that is on a website should be captured in a smaller form for a sample to be included in the electronic portfolio format.

- **Dynamic web pages** are discouraged and should not be included in the CPC submission. However, it is conceivable that certain items relating to the career progression file are unavoidably contained at web sites that are dynamic (ones that have the potential or need to change over time). In these instances, either (1) a “snapshot” of the website should be saved for submission (creating a static view of the contents), or (2) when a static snapshot is not feasible, the candidate and/or the department should review the contents of the dynamic site and provide a review of the content and the review (not the site) is then submitted into the file. Password protected links are not allowed.
- **Large items?** In the rare case that the candidate believes that an electronic versions (text, mp3, jpg, etc) cannot capture the nature of his/her work. Reference to the material and a sample or portion of the project should be provided electronically and the candidate can also place the entire work in the Office of the Provost. For instance, a candidate who wishes to include a book should copy the title page, copyright, TOC and a sample chapter for an electronic appendix and provide the book to the Office of the Provost (if necessary).

### **Extracting the Electronic Portfolio.**

The candidate selects “ IAS report - Individual” under run reports and sets dates to include the number of semesters for which the candidate has entered data (from the date of hire or from the date of last career progression – whichever is applicable). Candidate selects Word (\*.doc not rtf) so s/he can manipulate the file and can edit it if needed after departmental response. The candidate should check that the hyperlinks are active. The candidate should transmit final version in .html format to the department chair.

### **HELP?**

Questions regarding practical information technology matters can be directed to TJ Teegan (IT) or the ITS help desk.

Questions regarding the use of electronic portfolios (Digital Measures) should be directed to the Office of the Provost.

## **THE DEPARTMENT CHAIR**

1. Uploads the career progression materials (in pdf format) to the department level. Department IAS Career Progression report should include the following attachments:
  - a. Department IAS Career Progression Committee letter.
  - b. Department Chair letter (optional).
  - c. Scanned version of the candidate’s most recent IDP.
  - d. Department’s Statement on Professional Development, Creative Activity and Scholarly Activity
  - e. Description of Department’s SEI and Merit procedures.
  - f. Scanned version of the transmittal form.
  - g. Statistical Information on the Candidate – SEI and merit rankings vis a vis the department.
2. Selects “IAS report-Departmental” under run report.
3. Double-checks that the report contains the appropriate elements from the correct dates. Any materials hyperlinked to this IAS Departmental Report (e.g., Department IAS Career Progression Committee letter, IDP, etc.) should be attached in pdf format. The final IAS Departmental Report

should then be saved as .html.

4. Forwards departmental report (in html format), the candidate report and the original transmittal form to the Dean (cc'd to candidate). The date of the email indicates the receipt of the portfolio.

#### THE DEAN

1. Uploads statement of support.
2. Transmits this, along with candidate and departmental files, to the Office of the Provost with email cc to candidate and department chair. If the Dean does not support the candidate's application, he/she should provide reasons for lack of support and send an electronic copy of this statement to the candidate and department chair.
3. Converts all documents to PDF format and stores a copy in a secure place.

#### THE OFFICE OF THE PROVOST

1. Creates a D2L site containing the documents for the year under consideration. The Faculty Assistant to the Provost and the administrative assistant will be entered as "instructors," all CPC members and the Provost will be entered as "students" in the course and will enter the secure D2L site with their 8.4 username and strong password.
2. Creates seven master modules in D2L – one for each title series and rank category (e.g., Lecturer to Senior Lecturer, etc.)
3. Creates a module for each candidate with three topics: "candidate's report" "department report" and "Dean's report"
4. Notifies CPC members if there are additional non-electronic materials for any of the candidates stored in the Office of the Provost.

**Final comment: Electronic media is a quickly changing arena and it is expected that CPC will need to review Appendix D on a regular basis. If you feel that the parameters of this electronic portfolio will impede your ability to create your career progression file, you are encouraged to contact the chair of CPC or the Provost.**

APPENDIX E

DEPARTMENT IAS CAREER PROGRESSION COMMITTEE  
TRANSMITTAL & SIGNATURE PAGE

**University of Wisconsin-La Crosse  
Career Progression Application Transmittal  
Form**

*(Initiated by the Department)*

Name \_\_\_\_\_

Dept \_\_\_\_\_

Highest Degree \_\_\_\_\_

Current Rank \_\_\_\_\_

Date of Last Advancement \_\_\_\_\_

---

**Department Recommendation**

Department Vote    \_\_\_\_ Yes \_\_\_\_ No \_\_\_\_ Abstain

Date of Recommendation \_\_\_\_\_

Signature of Committee Chair \_\_\_\_\_

Signatures of IAS Career Progression Committee Members

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**SAMPLE CAREER PROGRESSION CANDIDATE DEPARTMENT MERIT RATING REPORT**  
**To be completed by the Department Chair**  
**(Department should use this form or provide these data in a similar format).**

REPORT *CATEGORICAL* OR *NUMERICAL* DATA DEPENDING ON DEPARTMENT PROCESS

***CATEGORICAL SCALE***

<b>Year</b>	<b>Categories*</b>	<b>Candidate's Category</b> (please check)	<b>Number of Department Members in Category</b>
20____	Exceptional	_____	_____
	Significant	_____	_____
	Merit	_____	_____
	No Merit	_____	_____
20____	Exceptional	_____	_____
	Significant	_____	_____
	Merit	_____	_____
	No Merit	_____	_____
20____	Exceptional	_____	_____
	Significant	_____	_____
	Merit	_____	_____
	No Merit	_____	_____

\* Replace by appropriate category names as necessary.

***NUMERICAL SCALE***

<b>Year</b>	<b>Candidate's Rating</b>	<b>Department Rating</b>			<b>Candidate's Rank in Department</b>
		<b>Low</b>	<b>Median</b>	<b>High</b>	
20____	_____	_____	_____	_____	_____ out of _____
20____	_____	_____	_____	_____	_____ out of _____
20____	_____	_____	_____	_____	_____ out of _____

**SAMPLE CAREER PROGRESSION CANDIDATE SEI REPORT**  
**To be completed by the Department Chair**  
**(Department should use this form or provide these data in a similar format).**

**Candidate's Name** \_\_\_\_\_

**Department** \_\_\_\_\_

**Date** \_\_\_\_\_

Complete the following table for each of the past six semesters. Begin with the most recently completed semester (use the format of F06, S07 to indicate semester).

Semester	Candidate's Score	Department Scores			Candidate's Rank in Department
		Low	Median	High	
_____	_____	_____	_____	_____	_____ out of _____
_____	_____	_____	_____	_____	_____ out of _____
_____	_____	_____	_____	_____	_____ out of _____
_____	_____	_____	_____	_____	_____ out of _____
_____	_____	_____	_____	_____	_____ out of _____
_____	_____	_____	_____	_____	_____ out of _____