

MEMORANDUM

TO: Fort Wayne Senate

FROM: Donna Holland, Chair
Faculty Affairs Committee

DATE: February 3, 2022

SUBJ: School of Education Governance Document

WHEREAS, the School of Education has revised its Promotion and Tenure Process and Procedures;
and

WHEREAS, the Senate Faculty Affairs Committee has approved these Promotion and Tenure Process
and Procedures;

BE IT RESOLVED, that the Senate approve the attached School of Education Promotion and Tenure
Process and Procedures as a replacement for SD 14-26.

School of Education
Promotion and Tenure
Document

III. Promotion and Tenure

A. POLICY & PROCEDURES FOR PROMOTION & TENURE

Promotion and tenure involves an evaluation of the evidence for faculty engagement across three main categories: teaching, research, and service. Candidates for tenure with promotion to Associate Professor must demonstrate excellence in either teaching or research, with competence in the remaining two categories. Candidates for promotion to Professor must demonstrate excellence in either teaching, research, or service, with competence in the remaining two categories. The School of Education has adopted the following procedures to guide candidates, departments, and the School through the process of Promotion and/or Tenure in compliance with the Purdue University Fort Wayne [SD 14-36: Procedures for Promotion and Tenure and Third Year Review.](#)

B. PROMOTION & TENURE CASE PROCESS

Candidates seeking tenure and/or promotion must identify the Department Promotion and Tenure Criteria document that should be used to evaluate the case. The Departmental Promotion and Tenure Criteria used must have been in effect at some point during the six years preceding the submission of the case. The appointment letter of a faculty member to more than one academic unit shall identify that department whose tenure/promotion process shall apply to the appointee. The promotion and tenure criteria for each department shall be approved by the voting faculty in the respective department and approved by the School of Education, per SD 14-36. All cases for promotion and/or tenure shall pass sequentially through the decision levels below.

1. Candidate cases for promotion and/or tenure shall be considered at several levels in the following order (adapted from [SD 14-36](#)):
 - i. Department committee
 - ii. Chief academic officer of the department (i.e., Department Chair)
 - iii. School committee
 - iv. Chief academic officer of the School (i.e., Director)
 - v. Purdue Fort Wayne (Purdue FW) campus committee
 - vi. Chief academic officer of Purdue FW
 - vii. The chief administrative officer at Purdue FW shall forward recommendations to the President of Purdue University

2. No information, other than updates to items in the case, can be added to the case after the vote and recommendation from the department level. The intent is that each level will be reviewing the same case. Each decision level is responsible for determining if items submitted after a case has cleared the department committee should be included in the case or considered to be new evidence that should be excluded (adapted from [SD 14-36](#)).
 - i. Each decision level submits a letter of recommendation to the next level. Recommendations may not include attachments/supplemental information.
 - ii. The administrator or committee chair at each level shall inform the candidate in writing of the vote tally or recommendation on the nomination, with a clear and complete statement of the reasons therefor, at the time the case is sent forward to the next level.
 1. When the vote is not unanimous, a written statement stipulating the majority opinion and the minority opinion must be included.
 2. The candidate may submit a written response to the statement to the administrator or the committee chair within 7 calendar days of the date of the recommendation and the written response must proceed with the case.
 3. At the same time that the case is sent forward to the next level, the administrator or committee chair shall also send a copy of the recommendation and statements of reasons, and the candidate's response, if any, to administrators and committee chairs at the lower level(s).
 - iii. The deliberations of committees at all levels shall be strictly confidential, and only the chair may communicate a committee's decision to the candidate and to the next level. Within the confidential discussions of the committees, each member's vote on a case shall be openly declared. No abstentions or proxies are allowed. Committee members must be present, either in-person or virtually, during deliberations in order to vote.
3. The following rules shall apply for participation in the review process at any level (adapted from [SD 14-36](#)):
 - i. Only tenured faculty may serve as voting members of promotion and tenure committees for tenure-track candidates at any level.

- ii. Clinical professors and associate professors may serve as voting members for clinical candidates.
- iii. No person shall serve as a voting member of any committee during an academic year in which his or her nomination for promotion or tenure is under consideration, nor shall any individual make a recommendation on his or her own promotion or tenure nomination.
- iv. Individuals may serve and vote at the department level and one other level (i.e., either School or campus).
- v. The department level excepted, no individual shall serve in a voting or recommending role at more than one decision level. In order that this be accomplished, the campus committee shall be filled before School committees.
- vi. The Faculty Governance Committee of the School shall identify those individuals who are eligible to serve on the campus committee based on tenure status and prior service on a department P&T committee. Individuals who meet the minimum requirements shall be asked if they would like to have their names placed into consideration for the campus committee. A slate of interested individuals shall be developed and the School of Education voting faculty shall select two nominees. The nominees selected by the faculty shall be forwarded to the Office of Vice Chancellor for Academic Affairs for consideration.
- vii. Voting members of committees and chief academic officers shall recuse themselves from considering cases of candidates with whom they share significant credit for research or creative endeavor or other work which is a major part of the candidate's case or if they have other conflicts of interest. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. The next highest administrator will decide if a chief academic officer who collaborated with the candidate needs to recuse her/himself.
- viii. Any committee member, at any level, who recuses her/himself shall leave the room during the discussion of that case.
- ix. Chief academic officers who have written a letter of recommendation as part of the case will recuse themselves from discussion or vote on that candidate's case at a higher level.

C. DEPARTMENT P&T COMMITTEE

Each department in the School of Education follows the guiding principles as established in Purdue FW Senate Document [SD 14-36: Procedures for Promotion and/or Tenure and Third Year Review](#).

1. Establishing the department committee (adapted from [SD 14-36: 2.1.1](#)):

The department committee composition and functions shall be established according to a procedure adopted by the faculty of the department and approved by the faculty of the School with a majority vote. The Senate shall have the right of review of this procedure. The department committee shall follow procedures established by the faculty of the School or, in the absence of such procedures, by the Senate.

2. Composition of the department committee (adapted from [SD 14-36: 2.1.2](#)):

- i. The majority of the department committee shall be persons possessing the same or higher rank to which a candidate aspires.
- ii. If, by established departmental criteria, fewer than three persons are eligible to serve on the department committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the department committee.
 1. Persons outside of the department but within the School shall be considered for membership on the committee prior to persons outside of the School.
 2. If persons outside of the School are selected to serve on the committee, rationale for their participation must be documented by the chief academic officer of the School.
 3. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
- iii. Members of the department committee shall serve three-year staggered terms.
- iv. Members of the department committee shall elect a chair from among its members.
- v. The chief academic officer of the department may not serve on the department committee or participate in meetings.

- vi. Any faculty member subject to the procedures and guiding principles of promotion at Purdue FW shall have the opportunity to read and provide feedback on cases in their home department until such time as the department committee has made a recommendation regarding tenure and/or promotion. Any document that is provided does not become part of the case and does not move forward with the case.
3. The Role of the Department Committee ([adapted from SD 14-36: 2.1.3. & 2.1.4](#)):
 - i. Review the evidence presented in the case.
 - ii. Evaluate the case in light of department criteria.
 - iii. Make a recommendation to the chief academic officer of the department in the form of a letter. The letter from the department committee shall be based on the case and department criteria and clearly state and explain the recommendation of the committee.

D. CHIEF ACADEMIC OFFICER OF THE DEPARTMENT ([adapted from SD 14-36: 2.2](#)):

The role of the chief academic officer of the department is to:

1. Review the case and compare to department criteria.
2. Review how well the process has adhered to the documented procedures to this point.
3. Review the recommendation of the lower level.
4. Make a recommendation to the School Committee in the form of a letter. The letter of recommendation from the chief academic officer of the department shall be based on the chief academic officer's review of the case in light of department criteria, the process to this point, and clearly state and explain the recommendation of the chief academic officer including an explanation of agreement or disagreement with the decision of the lower level.

E. SCHOOL P&T COMMITTEE

1. Establishing the School committee ([adapted from SD 14-36: 2.3.1](#)):

The School committee composition and functions shall be established by the School faculty, incorporated into the documents which define the procedures of faculty governance within the School, and approved by the Senate. This procedure shall be periodically published, simultaneously with the Bylaws of the Senate, as and when the Bylaws of the Senate are distributed.

2. Composition of the School committee ([adapted from SD 14-36: 2.3.2](#)):
 - i. The Faculty Governance Committee will initiate and manage the process for selection of School committee membership.
 - ii. Each department will submit the name of one eligible faculty to be its representative on the School committee. Total membership in the committee will be three. If after following established procedures, there are no faculty from a department to serve on the School committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the School committee. Persons outside of the department but within the School will be considered for membership on the committee prior to persons outside of the School. If persons outside of the School are selected to serve on the School level committee, rationale for their participation must be documented by the Chief Academic Officer of the School. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
 - iii. There is no requirement that the majority of the School committee members be at the same or higher rank than the rank to which a candidate aspires.
 - iv. Members of the School committee must have prior experience serving at a lower level in the process before serving on the School committee.
 - v. Members of the School committee may serve at the department level, but not at the campus level in the promotion and tenure process while serving on the School committee.
 - vi. Members of the School committee may not serve consecutive terms. Terms shall be for three years and must be staggered.
 - vii. Members of the School committee shall elect a chair from among its members.
 - viii. The chief academic officer of the School may not serve on the School committee or participate in the meetings.

3. Role of the School Committee ([adapted from SD 14-36: 2.3.3 & 2.3.4](#)):
 - i. Review how well the process has adhered to the documented procedures to this point and ensure that the candidate has been afforded basic fairness and due process.
 - ii. Review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels.
 1. The “basis of the decisions” is understood to specifically mean departmental criteria, as it is the responsibility of the School committee to ensure that the decision made at the lower level accurately reflects those criteria.
 - a. Due to the diversity of fields within our School, it is vital that the School Committee follows the criteria of each department.
 - iii. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.
 1. In the circumstance that the School committee believes that a decision has been rendered at a lower level due to a misreading of departmental criteria, then the School Committee will identify those procedural discrepancies.
 - a. The purpose of this policy is to ensure due process for a candidate, as the School Committee is tasked with ensuring that the process has adhered to documented procedures.
 - iv. Make a recommendation to the next level in the form of a letter. The letter of recommendation from the School committee shall be based on the committee’s review of the process to this point and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.
4. The Chief Academic Officer of the School ([adapted from SD 14-36: 2.4](#))

The Role of the Chief Academic Officer of the School is to:

- i. Review how well the process has adhered to the documented procedures to this point.

- ii. Review the recommendations of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels and may include consideration of evidence in the case as it compares to department criteria if a lower-level decision is judged to be contrary to the evidence.
- iii. Make a recommendation to the next level in the form of a letter.

The letter of recommendation from the chief academic officer of the School shall be based on the chief academic officer's review of the process to this point and must clearly state and explain the recommendation of the chief academic officer, including an explanation of agreement or disagreement with the decisions of lower levels.

5. Campus Promotion and Tenure Committee ([adapted from SD 14-36: 2.5](#))

The Faculty Governance Committee, in consultation with the chief academic officer of the School, will solicit eligible nominees for consideration by the voting faculty of the School. Faculty will vote for nominees and the two faculty names with the most votes will be sent to the Office of the Vice Chancellor for Academic Affairs for consideration for the Campus Promotion and Tenure Committee.

6. Third Year Review of Tenure-Track Faculty

It is in the best interest of PFW and the School of Education to see faculty succeed. One way to judge success for probationary faculty is to evaluate progress toward tenure and promotion at the midway point. Each department of the School of Education will develop, approve, and implement its own Third Year Review Process based on guidance in accordance with SD 14-36. Procedures must be explained in each department's policy document and approved by the School of Education. The following principles must be followed ([adapted from SD 14-36: 5.1-5.6](#)):

1. The procedure must make use of annual reviews (discussing performance in the previous year) and annual reappointments (discussing progress toward promotion and tenure).
2. Departments/programs must have a thorough formative review process that provides specific details about where improvement is needed and must be based on department criteria. The formative review must occur halfway through the third year.
3. The third-year review must be evaluated by the department promotion and tenure committee, who will submit their vote and recommendation to the chief academic officer of the department. Their vote and recommendation is also submitted to the tenure track faculty.

4. The chief academic officer of the department must comment on the case and the review from the committee.
5. The tenure track faculty member must have opportunities to respond during the reviews.
6. If, at any point during the probationary period, a chief academic officer at any level is not recommending the reappointment of a tenure track faculty, the input and vote of the promotion and tenure committee at the same level must be sought.

IV. Clinical Promotion

A. POLICY & PROCEDURES FOR CLINICAL PROMOTION

Candidates for promotion to Clinical Associate Professor must demonstrate excellence in teaching with competence in one other category, either service or scholarship and/or creative endeavors. Candidates for promotion to Clinical Professor must demonstrate excellence in teaching or service, with competence in one other category, either teaching, service, or scholarship and/or creative endeavors. The School of Education has adopted the following procedures to guide candidates, departments and the School through the process of Clinical Promotion in compliance with the Purdue University Fort Wayne [SD 14-36](#) and [SD19-22](#).

B. CLINICAL PROMOTION CASE PROCESS

Candidates seeking clinical promotion must identify the Department Clinical Promotion Criteria document that should be used to evaluate the case. The Departmental Clinical Promotion Criteria used must have been in effect at some point during the time period preceding the submission of the case. The appointment letter of a faculty member to more than one academic unit shall identify that department whose clinical promotion process shall apply to the appointee. The clinical promotion criteria for each department shall be approved by the voting faculty in the respective department and approved by the School of Education, per [SD 14-36](#). All cases for clinical promotion shall pass sequentially through the decision levels below.

1. **Candidate cases for clinical promotion shall be considered at several levels in the following order** (adapted from [SD 14-36](#)):
 - i. Department committee
 - ii. Chief academic officer of the department (i.e., Department Chair)
 - iii. School committee
 - iv. Chief academic officer of the School (i.e., Director)
 - v. Purdue Fort Wayne (Purdue FW) campus committee
 - vi. Chief academic officer of Purdue FW
 - vii. The chief administrative officer at Purdue FW shall forward recommendations to the President of Purdue University
2. **No information, other than updates to items in the case, can be added to the case after the vote and recommendation from the department level. The intent is that each level will be reviewing the same case. Each decision level is**

responsible for determining if items submitted after a case has cleared the department committee should be included in the case or considered to be new evidence that should be excluded (adapted from [SD 14-36](#)).

- i. Each decision level submits a letter of recommendation to the next level. Recommendations may not include attachments/supplemental information.
 - ii. The administrator or committee chair at each level shall inform the candidate in writing of the vote tally or recommendation on the nomination, with a clear and complete statement of the reasons therefore, at the time the case is sent forward to the next level.
 1. When the vote is not unanimous, a written statement stipulating the majority opinion and the minority opinion must be included.
 2. The candidate may submit a written response to the statement to the administrator or the committee chair within 7 calendar days of the date of the recommendation and the written response must proceed with the case.
 3. At the same time that the case is sent forward to the next level, the administrator or committee chair shall also send a copy of the recommendation and statements of reasons, and the candidate's response, if any, to administrators and committee chairs at the lower level(s).
 - iii. The deliberations of committees at all levels shall be strictly confidential, and only the chair may communicate a committee's decision to the candidate and to the next level. Within the confidential discussions of the committees, each member's vote on a case shall be openly declared. No abstentions or proxies are allowed. Committee members must be present, either in-person or virtually, during deliberations in order to vote.
- 3. The following rules shall apply for participation in the review process at any level (adapted from [SD 14-36](#)):**
- i. Just as tenured faculty vote on promotion and tenure cases, clinical faculty shall serve as voting members of department and school clinical promotion committees when possible.
 - ii. No person shall serve as a voting member of any committee during an

academic year in which his or her nomination for promotion is under consideration, nor shall any individual make a recommendation on his or her own promotion nomination.

- iii. Individuals may serve and vote at the department level and one other level (i.e., either School or campus).
- iv. Beyond the department level, no individual shall serve in a voting or recommending role at more than one additional decision level. In order that this be accomplished, the campus committee shall be filled before School committees.
- v. The Faculty Governance Committee of the School shall identify those individuals who are eligible to serve on the campus committee based on prior service on a department clinical promotion committee. Individuals who meet the minimum requirements shall be asked if they would like to have their names placed into consideration for the campus committee. A slate of interested individuals shall be developed and the School of Education voting faculty shall select two nominees. The nominees selected by the faculty shall be forwarded to the Office of Vice Chancellor for Academic Affairs for consideration.
- vi. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. The next highest administrator will decide if a chief academic officer who collaborated with the candidate needs to recuse her/himself.
- vii. Any committee member, at any level, who recuses her/himself shall leave the room during the discussion of that case.
- viii. Chief academic officers who have written a letter of recommendation as part of the case will recuse themselves from discussion or vote on that candidate's case at a higher level.

C. DEPARTMENT CLINICAL PROMOTION COMMITTEE

Each department in the School of Education follows the guiding principles as established in Purdue FW Senate Document [SD 14-36](#).

4. Establishing the department committee (adapted from [SD 14-36: 2.1.1](#)):

The department committee composition and functions shall be established according to a procedure adopted by the faculty of the department and approved by the faculty of the School with a majority vote. The Senate shall have the right of review of this procedure. The department committee shall follow procedures

established by the faculty of the School or, in the absence of such procedures, by the Senate.

5. Composition of the department committee (adapted from [SD 14-36: 2.1.2](#)):

- i. The majority of the department committee members must be at the same or higher rank than the rank to which a candidate aspires.
- ii. If, by established departmental criteria, fewer than three persons are eligible to serve on the department committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the department committee.
 1. Persons outside of the department but within the School shall be considered for membership on the committee prior to persons outside of the School.
 2. If persons outside of the School are selected to serve on the committee, rationale for their participation must be documented by the chief academic officer of the School.
 3. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
- iii. Members of the department committee shall serve three-year staggered terms.
- iv. Members of the department committee shall elect a chair from among its members.
- v. The chief academic officer of the department may not serve on the department committee or participate in meetings.
- vi. Any faculty member subject to the procedures and guiding principles of promotion at Purdue FW shall have the opportunity to read and provide feedback on cases in their home department until such time as the department committee has made a recommendation regarding clinical promotion. Any document that is provided does not become part of the case and does not move forward with the case.

6. **The Role of the Department Committee** ([adapted from SD 14-36: 2.1.3. & 2.1.4](#)):
- i. Review the evidence presented in the case.
 - ii. Evaluate the case in light of department criteria.
 - iii. Make a recommendation to the chief academic officer of the department in the form of a letter. The letter from the department committee shall be based on the case and department criteria and clearly state and explain the recommendation of the committee.

D. CHIEF ACADEMIC OFFICER OF THE DEPARTMENT ([adapted from SD 14-36: 2.2](#)):

The role of the chief academic officer of the department is to:

1. Review the case and compare to department criteria.
2. Review how well the process has adhered to the documented procedures to this point.
3. Review the recommendation of the lower level.
4. Make a recommendation to the School Committee in the form of a letter. The letter of recommendation from the chief academic officer of the department shall be based on the chief academic officer's review of the case in light of department criteria, the process to this point, and clearly state and explain the recommendation of the chief academic officer including an explanation of agreement or disagreement with the decision of the lower level.

E. SCHOOL CLINICAL PROMOTION COMMITTEE

1. **Establishing the School committee** ([adapted from SD 14-36: 2.3.1](#)):

The School committee composition and functions shall be established by the School faculty, incorporated into the documents which define the procedures of faculty governance within the School, and approved by the Senate. This procedure shall be periodically published, simultaneously with the Bylaws of the Senate, as and when the Bylaws of the Senate are distributed.

2. **Composition of the School committee** ([adapted from SD 14-36: 2.3.2](#)):

- i. The Faculty Governance Committee will initiate and manage the process for selection of School committee membership.
- ii. Each department will submit the name of one eligible faculty to be its representative on the School committee. Total membership in the committee will be three. If after following established procedures there

are no faculty from a department to serve on the School committee, the department shall submit to the chief academic officer of the School the names of faculty members from other departments whom it deems suitable to serve on the School committee.

1. Persons outside of the department but within the School will be considered for membership on the committee prior to persons outside of the School. If persons outside of the School are selected to serve on the School level committee, rationale for their participation must be documented by the Chief Academic Officer of the School. From this list, the chief academic officer of the School shall appoint enough faculty members to bring the committee membership to three.
- iii. There is no requirement that the majority of the School committee members be at the same or higher rank than the rank to which a candidate aspires.
- iv. Members of the School committee must have prior experience serving at a lower level in the process before serving on the School committee.
- v. Members of the School committee may serve at the department level, but not at the campus level in the clinical promotion process while serving on the School committee.
- vi. Members of the School committee may not serve consecutive terms. Terms shall be for three years and must be staggered.
- vii. Members of the School committee shall elect a chair from among its members.
- viii. The chief academic officer of the School may not serve on the School committee or participate in the meetings.

3. Role of the School Committee ([adapted from SD 14-36: 2.3.3 & 2.3.4](#)):

- i. Review how well the process has adhered to the documented procedures to this point and ensure that the candidate has been afforded basic fairness and due process.
- ii. Review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels.

- iii. The “basis of the decisions” is understood to specifically mean departmental criteria, as it is the responsibility of the School committee to ensure that the decision made at the lower level accurately reflects those criteria.
- iv. Due to the diversity of fields within our School, it is vital that the School Committee follows the criteria of each department.
- v. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.
- vi. In the circumstance that the School committee believes that a decision has been rendered at a lower level due to a misreading of departmental criteria, then the School Committee will identify those procedural discrepancies.
- vii. The purpose of this policy is to ensure due process for a candidate, as the School Committee is tasked with ensuring that the process has adhered to documented procedures.
- viii. Make a recommendation to the next level in the form of a letter. The letter of recommendation from the School committee shall be based on the committee’s review of the process to this point and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.

4. The Chief Academic Officer of the School ([adapted from SD 14-36: 2.4](#))

The Role of the Chief Academic Officer of the School is to:

- i. Review how well the process has adhered to the documented procedures to this point.
- ii. Review the recommendations of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels and may include consideration of evidence in the case as it compares to department criteria if a lower-level decision is judged to be contrary to the evidence.
- iii. Make a recommendation to the next level in the form of a letter. The letter of recommendation from the chief academic officer of the School shall be based on the chief academic officer’s review of the process to

this point and must clearly state and explain the recommendation of the chief academic officer, including an explanation of agreement or disagreement with the decisions of lower levels.

5. Campus Promotion and Tenure Committee ([adapted from SD 14-36: 2.5](#))

The Faculty Governance Committee, in consultation with the chief academic officer of the School, will solicit eligible nominees who have served at the department or school level for consideration by the voting faculty of the School. Faculty will vote for nominees and the two faculty names with the most votes will be sent to the Office of the Vice Chancellor for Academic Affairs for consideration for the Campus Promotion and Tenure Committee.