

**UNIVERSITY OF WISCONSIN-MADISON  
COLLEGE OF ENGINEERING**

**EXPECTATIONS FOR PROMOTION FROM  
ASSOCIATE TO FULL PROFESSOR**

Promotion to full professor is a special distinction recognizing a faculty member for continued post-tenure growth as a participant in the University's mission of education, research and public service, and their dedicated commitment to their department and the college's strategic plans. A recommendation for promotion by a department's Executive Committee to the Dean must be based on documented evidence of outstanding contributions in education, research and public service, including the candidate's CV and research and teaching statements. It is expected that the performance of a candidate is significantly above and beyond what is expected for the granting of tenure. Moreover, a candidate's accomplishments should be consistent with expectations for promotion set by the faculty of the College of Engineering at the time that the recommendation is advanced to the Dean of the college.

Education: We are living in an era of great expectations by our constituents, namely, our students, their parents, employers, the taxpayers and the people who represent them. All scholars, including undergraduate and graduate students benefit from exceptional teaching and mentoring by our senior faculty. Therefore, a promotion recommendation for full professor should provide ample evidence that the candidate has a commitment to education. This principle was established many years ago by the ACRE report and it has been reconfirmed repeatedly by the College of Engineering Committee over the years.

One objective of the College of Engineering is to educate students to:

- Practice competently and professionally, with consideration for ethical, legal, ecological, economic, and technical principles;
- Recognize and solve important problems;
- Make effective use of information resources, continue learning, and become broadly educated citizens serving society.

Evidence of contributions to achieve these objectives will provide a strong argument for the promotion of a faculty member.

Effective teaching requires not only mastery of the subject, but the ability and the willingness to communicate a knowledge base to students through good organization of the course material, to serve as a stimulant of professional interest in the subject, and to provide the practical engineering application of the theoretical material to enhance the students' professional growth. Documentation of the faculty member's level of excellence should be provided to show strong commitment to education excellence and a desire to strive for continuous improvement.

Evidence of outstanding education in our college takes on many forms over and above performance in the formal classroom environment. Evidence of sound advising and mentoring of students and staff, supervision of student activities, the timely and thorough guidance of thesis research, new course development, publication of educational developments in journals, commitment to teaching clinics, publication of textbooks, evidence of national recognition as an educator, as well as other types of contribution should be given strong weight in the evaluation process.

**Research:** Documentation of a strong commitment to innovative and effective research is a primary consideration in the promotion process at all major research universities. The growth of research programs in the College of Engineering has been a major objective for many years. The nature of engineering research has also changed dramatically in recent years. More emphasis is being placed on collaboration and teamwork than at any time in the past. The intent is not to diminish the contributions of individual efforts, which remain the basis for evaluation, but rather to amplify what can be accomplished individually through collaboration and teamwork.

Our basic goals are to develop a human resource pool of graduates and researchers, to create and transfer new knowledge and innovative technology for use by our industrial base, and to contribute to the scientific community. Evidence of effective research supports a second objective of the College of Engineering which is to conduct research which:

- Creates new scientific knowledge or engineering approaches which could improve existing technologies or creates new technologies;
- Leads to efficient use of materials, energy, human labor and ingenuity, and other resources;
- Creatively solves problems that limit the quality of life.

Inherent in our mission is to make Wisconsin and the nation more competitive. Outstanding achievements in research include the establishment of an active research program with demonstrated accomplishments that have promise for continued contributions to the above goals. A candidate should achieve or exceed the expectations set by the faculty at the time that the recommendation is advanced to the Dean. The issues to be considered include the productivity of the candidate's laboratory, research support, publication in reviewed journals, and the significance of the work as judged by at least four (4) and no more than six (6) outside letters (including at least one (1) international) from independent peers in the field. Best paper awards and other national-level awards are further evidence of research accomplishment worthy of promotion.

**University and Public Service:** Documentation of public service activities should be consistent with the Wisconsin Idea. Typical goals are to transfer technology to industry and government, to advise national and international bodies, to demonstrate leadership in societies and editorial activities, to participate in consulting, community outreach and continuing education. These activities contribute to the total profile of a candidate's effectiveness as a professional. Analogous with the expectations for education and research, effectiveness should be documented to demonstrate that the candidate's accomplishments are consistent with the expectations for promotion set by the faculty of the College of Engineering at the time that the recommendation

is advanced to the Dean of the college. It is a further expectation of faculty being recommended for promotion that they have demonstrated a commitment to participating in the governance of the university, the college, and the department through substantive committee work and volunteer service to their colleagues. It is of special importance to recognize a candidate's commitment to such national agendas as providing opportunity which leads to the development of a diverse pool of qualified professionals, and improving the basic educational system for the recruitment and preparation of young people for the engineering profession.

There is not one mold from which a professor must be cast. In evaluating a candidate for promotion to full professor, the goal should be to seek a true picture of the individual's commitment to excellence in a host of activities that demonstrate beyond any doubt that the candidate is exceptionally well qualified and has met the expectations set by the faculty of the College of Engineering for such promotion.

## **GUIDELINES FOR ASSOCIATE PROFESSOR TO FULL PROFESSOR PROMOTION PACKAGE**

**Timeline:** Departments submit promotion package, which includes CV, and research and teaching statements, external letters of reference and recommendation statement by the department chair to the Office of the Dean of the College of Engineering by the end of the first week of October or March of each academic year.

Dean transmits the packages to the College of Engineering Promotions Committee, who will return their recommendation regarding the promotion of each candidate no later than the first Monday of December for October submissions and the first Monday of the first week of May for March submissions.

### ***Promotion Package:***

Submit two PDFs for review:

- 1. The dossier**, following the outline below. Present as a bookmarked, text-searchable PDF, with a bookmark for each number and letter on the checklist.
- 2. Three of the candidate's publications, including the candidate's most significant publication generated post-tenure.** Present the publications as a bookmarked, text-searchable PDF, with a bookmark for each publication.

### ***Suggested Dossier Outline***

#### ***I. Chair's letter of transmittal***

The letter requests consideration of the case and should report the departmental vote (as well as the total number eligible to vote and the voting rules relevant to promotion votes). The letter should indicate the number of years since tenure, and should state the relative balance of the candidate's responsibilities and accomplishments in teaching, research, extension/outreach, and professional and public service.

Any exceptional circumstances associated with the case, candidate's work on review articles, invitations to give lectures and participation in important advisory committees, offers of appointment elsewhere, etc., may also be presented in the letter.

#### ***II. Candidate's Contributions to the Educational Mission since Tenure***

##### ***a. Statement by candidate (1 page)***

The candidate should describe the most important elements of his or her teaching program at UW-Madison, including pedagogical approach, innovations, course development and leadership roles.

##### ***b. Teaching evaluation summary***

Provide a table that includes courses taught by semester, average class GPA and a metric that reflects student course evaluations.

##### ***c. Departmental assessment (1 page)***

The department should provide a brief synopsis of the candidate's role in the instructional mission of the department. Include mention of any peer review of teaching or other feedback that has been gathered concerning effectiveness.

##### ***d. Awards and Recognitions Received***

List and describe any other teaching recognitions not mentioned above that demonstrate the candidate's effectiveness and role in the educational mission of the department.

### **III. Candidate's Contributions to the Research Mission since Tenure**

#### **a. Statement by candidate (1 page)**

The candidate should describe the most important elements of his or her research program at Wisconsin, including principal results obtained, their significance for the broader research, the future direction of the program, and training of graduate students. The statement should be written for engineers and scientists not familiar with the specialty area and be directed at the development of their program since tenure.

#### **b. List of research publications**

Give title and full reference (including page numbers) of each publication generated post-tenure, including names of all authors in the order appearing in the paper. Provide acceptance rates and/or impact factors for each publication venue, if available. List publications, books and patents in a logical order that separates out the different types.

#### **c. Three publications** (identified by an asterisk in the list of publications) that best demonstrate the candidate's qualities of creativity, imagination, and scholarly achievement should be submitted as separate PDF documents.

#### **d. List research trainees** mentored post-tenure including undergraduate, graduate, and post-doctoral students, together with thesis titles, if appropriate. If advising responsibilities are shared, specify the co-advisers and the extent of their participation. To the extent possible, identify current employment for research trainees who are no longer under the candidate's supervision.

#### **e. List of invited research presentations** during the post-tenure period.

#### **f. List grants and contracts** received post-tenure, including duration and amount of award, and the amount supporting the candidate's research (if not the sole investigator also specify the role of the candidate). List pending grant proposals, giving date submitted and amount requested. Awards and Recognitions Received. List and describe awards and recognitions not mentioned above that demonstrate the candidate's effectiveness and role in the research mission of the department.

### **IV. Candidate's contributions to professional service.**

List and describe the key service and leaderships roles locally within the university, nationally, and internationally.

### **V. Letters of Evaluation**

#### **a. Provide a list of all persons solicited for letters** of evaluation in connection with the promotion or appointment. A statement should be included acknowledging that **all** letters received have been submitted or, if they have not, the reasons should be specified.

#### **b. Provide brief statements on:**

- i. The department must clearly document that the outside evaluators are recognized experts in the candidate's research or extension/outreach area that have not been closely associated with the candidate. Indicate names that were suggested by the candidate, and describe the methods and criteria used to select the final list.
- ii. The professional relationship (past or present) between each expert and the candidate. It is essential that the referees be able to give objective evaluations of the candidate's work.

#### **c. Provide at least four (4) and no more than six (6) outside letters** [including at least one (1) international letter] from independent peers in the field for evaluation of the candidate's stature in the field from recognized experts in the candidate's field.

#### **d. Departments are encouraged to use the text in the sample letter below.**

- e. Provide a sample copy of the solicitation letter* and a list of materials submitted for evaluation. Reviewers should receive the candidate's current curriculum vitae, a representative sample of the candidate's work and the candidate's research statement.

**VI. Appendix.**

Documentation to be included here:

1. Offers of positions elsewhere.
2. Acceptance letters of publications not yet in print.
3. Letters of preliminary approval for proposals not yet funded.

## TEMPLATE LETTER TO REVIEWERS (STANDARD)

Dear XX:

The Department of XX is considering the promotion [appointment] of [title & name] to the position of Full Professor with tenure. We are soliciting letters of appraisal of [name's] research and teaching [and/or outreach /extension] activities to aid us in our deliberations. Appraisals are being solicited from leading authorities in the candidate's area of concentration and in related areas. We would appreciate your appraisal of this candidate.

For your information we are enclosing a resume for [candidate] which includes a listing of [his/her] publications, conference addresses, [outreach/extension publications,] and research funding along with representative publications.

It would be most useful to us if your appraisal could cover the various aspects of the candidate's research and teaching [and/or outreach/extension] efforts. It is particularly important that it give specific evaluations of the quality and impact of the candidate's most important contributions, and [his/her] standing in the field. The following specific points will be particularly helpful:

- The degree of originality, imagination, and creativity demonstrated in the candidate's research, and the impact of the candidate's research activities on the field.
- The candidate's productivity, in both research output and in the securing of extramural funding, as measured by the norms of the field. The candidate's role and contributions in any collaborative research and in obtaining joint research funding should be assessed, if possible.
- The candidate's standing overall as a scholar both in the specialty area and in the broader field. In particular, please cite how the candidate's work compares with that of specific, nationally and internationally recognized scholars (and outreach/extension specialists) at a similar stage in their careers.
- [For outreach/extension candidates: Evidence that the candidate has developed and implemented a high quality outreach/extension program that has had a significant impact.]
- Whether the candidate would merit promotion within your own department [if in academia] and in other, leading departments in the candidate's area.
- Please include any additional information that you feel is particularly relevant with respect to promotion.

If you are personally acquainted with the candidate, we would appreciate knowing the length of time you have known the candidate and the nature of the association.

Your letter will be read only by tenured faculty in the [name of department], members of university committees to whom the issue of promotion is presented and university administrators who are involved in the process. The university will not release your identity or the contents of your letter to others without your prior approval or unless obligated to do so by law or court order.

In order to meet university deadlines, it is crucial that I receive your comments by [date]. I know how much time it requires to prepare thoughtful and informative letters of evaluation. On behalf of the faculty, I thank you sincerely for your important contribution to this review process.