Integrated Case Tenure Discussion

- Clarification of integrated case tenure guidelines for interested faculty
- Discussion on preparation of promotion dossier
- Questions and faculty feedback
Promotion with Tenure in the Division of Biological Sciences

- Tenure is granted pursuant to processes delineated by Faculty Policies and Procedures
  - Departmental Executive Committee
  - Biological Sciences Divisional Executive Committee (tenure)
  - Dean
Umbrella guidance criteria in FP&P requires evidence of:

- “(1) teaching excellence”
- “(2) a record of professional creativity, such as research or other accomplishments appropriate to the discipline”
- “(3) service to the university, to the faculty member's profession, or professional service to the public.”

“Each divisional executive committee shall establish written criteria and standards it will employ in recommending the granting of tenure.”
To achieve tenure, a candidate must demonstrate an ability to:

• “(1) generate new knowledge or develop new approaches to problem solving and/or teaching that indicates creativity and has substantial impact on the intended audience”

• “(2) effectively communicate scholarly information orally and in written form to students, colleagues and the public”

• “(3) enhance the scholarly environment of the University community.”
“The committee recognizes that the contributions of faculty will differ and that it is not possible to provide precise criteria for all potential tenure cases.”

“It is the intent of the committee to evaluate all candidates--those with credentials that do not fit neatly with the guidelines as well as those that do--in the fairest manner with the intent of meeting the goal of enhancing University excellence.”
Excellence in one area with significant accomplishment in a second area

- Excellence: Research, Teaching, Outreach/Extension
- Significant accomplishment: Research, Teaching, Outreach, Service
  - Example:

<table>
<thead>
<tr>
<th>Research</th>
<th>Teaching</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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Extraordinary case based in only one area
What Constitutes Excellence? Peer review process

- **Research**
  - Generation of knowledge and its communication to the scientific community

- **Outreach/Extension**
  - Dissemination of information derived from scholarly inquiry for the benefit of society. Involves innovative practices, program developments, impacts and applications that have made continuing and substantial contributions at the local, regional, national or international level.
Current Directions in Research

Translational Research

Research
- Research
- Teaching
- Outreach

Outreach/Extension

Generation of new knowledge with application to a target community
Integrated case

- Three areas of achievement may be so closely integrated that it is not possible to unambiguously document and assign accomplishments to specific areas.

- Avenue whereby a candidate can demonstrate generation of new knowledge, scholarly creativity and substantial impact where the activities that create this impact are distributed over more than one interrelated activity.

- Take into account the overall impact on a field or the target community.

- Synergy among the various areas of achievement demonstrates excellence and meets the criteria for achieving tenure.
Integrated case

- Faculty activities in teaching, research and outreach or service are integrated such that their impact upon the field of study, when viewed as a whole, is demonstrably enhanced through the synergies created among the areas of activity (i.e. have a multiplier effect).

- It is not sufficient to lump several unrelated activities
- Is not a mechanism to salvage weak records of accomplishment
The candidate’s activities, due to their integrated and synergistic nature, have had a significant impact upon the field of study that would not otherwise be present in the absence of such integration.

Integration of the candidate’s activities has contributed to the generation of new knowledge or development of new approaches to problem solving and/or teaching that indicates creativity and that the integration of activities has had substantial impact on the intended audience.

Integration of the candidate’s activities has enhanced teaching and mentoring excellence.
Types of Impacts to Consider in an Integrated Case

- Integration of the candidate’s activities has enhanced community outreach and engagement, service to the university, and/or the faculty candidate’s profession.

- Integration of the candidate’s activities has enhanced the effective communication of scholarly information to students, colleagues and the public.

- Integration of the candidate’s activities has enhanced the scholarly environment of the University community.
Chair’s letter

- Provide a clear description of the integrated nature of the activities and their impact

- Effective letters headline in the first paragraph the field and nature of the overall impact -- e.g. improved the care of patients with a certain disease; transformation of hospital practices; reformed management of wolf populations
New Best Practices

- If candidate was not initially appointed with this intent or if the description of the appointment was adjusted during the probationary period, chair’s letter should provide a narrative describing and justifying the underlying rationale for the changes.

- Departments may wish to clarify a candidate’s role at the 3-year probationary review, especially if it changed from initial expectations at the time of hire.

- Departments may wish to specify anticipated allocation of a faculty’s efforts among research, teaching, service/outreach in the hiring letter.
Summary Statement on Integration of Activities

- Prepared by the candidate- 1 page

- Statement regarding the overall nature of the integration of activities and how their integration fulfills the criteria for tenure

- Descriptions of the integration of activities are reiterated and expanded in the candidate’s research, teaching and outreach/extension or service statements
Letters of evaluation

- **Minimum** required
  - 6 letters; 5 arms length- must address the integrated nature of the candidate’s work and its impact

- For an integrated case, additional letters may be advisable to support impact statements achieved by the integrated activities; these letters may come from practitioners and/or affected members of the target communities

- Collaborative and consortia based work may require additional letters (non-arm’s length) to confirm the essential nature and magnitude of the candidate’s contributions
Additional Resources

- Commitment to the Wisconsin Idea (1995)
- Commitment to The Wisconsin Idea: Scholarly clinical and professional practice and contributions to tenure (2005)
- Defining Excellence among integrated Cooperative Extension Specialists in Wisconsin (2012)
Additional Questions?

- Consult with past divisional chairs
- Consult with departments who have prepared successful integrated cases
- Consult divisional committee archives and examples
- Review all resources on Biological Sciences Divisional Committee web site