

March 22, 2007

To: Faculty attending Tenure and Promotion Workshop
From: Allan Burns, Associate Dean for Faculty Affairs
CLAS

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RE: Succeeding in Tenure and Promotion

Outline of Workshop:

- I. Timeline and official documents:
- II. Department level mentoring, planning, mentoring
- III. Strategies for success in teaching, research, service

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- Timeline. Tenure and promotion to Associate Professor is completed up to the 7th year of service at UF. UF has a “tenure when ready” policy, so this means that a candidate can come up anytime up to the end of the 7th year of service.
- There is no “tenure clock” at the University of Florida, only a “Maximum Probationary Period. This means that one can come up at any time for tenure and/or promotion. If a faculty member has less than a 1.0 FTE during a year of their employment, that “Maximum Probationary Period” can be extended. If, however, a faculty member receives an academic or scholarly award that is related to their scholarship, the the 7 year period is still in effect. This would be the case, for example, if one received an award to carry out scholarly work at an institute or center that did include a stipend that reduced the FTE to less than 1.0
- The tenure period can also be extended for birth or adoption. The extension is normally given whether or not the faculty member took family leave time.
- Typical timeline of the tenure year:
 - i. Spring of year before tenure and promotion: Review of materials with mentor and chair with attention given to outside referees (normally 3 are from a list supplied by a candidate and 3 from a list supplied by the chair or department). It is important, of course, to have a list that is greater than the final letter list as some colleagues may not be able to write on behalf of the candidate.
 - ii. April. Outside reviewers are contacted by chair to see if they would be willing to write on behalf of a candidate.
 - iii. May-June. Materials for review, including the candidate’s CV, publications, research narrative, teaching narrative, etc. are sent out to referees. Some candidates bind everything into a booklet; others do not. Note that this is not necessarily the “tenure

and promotion packet” that later becomes what is officially reviewed by the College and University following a department vote.

- iv. June-August. The final T&P packet is prepared. Please be sure to use the template that is available on the College web site (under “for faculty and staff/tenure and 3rd year review.” It is a good idea to ask others in the department if you can review their packets to get an idea how things are worded, etc. as you work on yours. Remember, the accuracy of the packet is your responsibility, not that of the office manager or College office.
- v. September-October 15th. Department review and vote is taken. Chair’s letter is written. You have the right to see this letter with names of people redacted.
- vi. October-December. College T&P committee reviews files. The committee is made up of 9 full professors, 3 from each major area (humanities, social sciences, natural and mathematical sciences).
- vii. December-January. Dean writes letters of transmittal to Academic Personnel Board.
- viii. February-March. Academic Personnel Board review of cases
- ix. April. President’s transmittal to Board of Trustees
- x. August. Tenure and Promotion to Associate level occurs with the new title and salary adjustment.

Frequently Asked Questions:

What about experience and record established before coming to UF?

- This is recognized, but a significant impact of teaching and research at UF is expected, especially for tenure and promotion in the first several years of employment.

Can new publications, awards, etc. be added to the packet after it is submitted?

- Yes, up through the time the APB reviews the files.

Can the packet be reviewed?

- Yes, except for letters of reference if you have waived your right to see them.

Can the College T&P committee be consulted?

- No, communication to and from them is done through the Associate Dean for Faculty Affairs.

When can a candidate withdraw from the process?

- At any time. At the Department, College, or APB level without penalty

What happens if tenure is denied?

- A letter of non-renewal is written effective a year from the end of the current academic year.

Is teaching/mentoring important?

- Yes. Teaching evaluations, peer evaluations (generally at least one a year), mentoring of graduate students at MA and Ph.D. level are increasingly important parts of the packet. A well-written teaching narrative is critical. Promotion packets to full professor also include peer evaluations of teaching.

How many articles, books, grants are enough?

- The college defers to department and area measures of productivity. In general humanities and social sciences require a book manuscript (sole-author) at each level (assistant to associate, associate to full) and an appropriate number of publications for the disciplines, some of which should be in the top journals of the discipline. Natural and Mathematical sciences require more articles and grant activity for their faculty.

What happens if teaching evaluations are lower than department and college averages?

- Improvement of teaching as evidenced by seeking help, reassignment to more appropriate classes, attending UCET seminars are all important in overcoming low student evaluations.

What if the department does not have written criteria on Tenure and Promotion?

- Talk to the Chair and ask that this be developed in the department. Departments are required to have such documents available for all faculty.

What if I am working in two units, such as a department and a center?

- There should be a memo of understanding between the two units concerning the tenure and promotion process. Be sure to review it with the chairs/directors each year.

Should I limit committee work in the Department?

- Department, college, university, and public service are expected of all faculty. It is important to get to know people and the institution through some committee work. Of course it is not wise to agree to be on all committees, especially very time-consuming ones such as graduate admissions, Ph.D. supervision (other than one or two before tenure).

How is promotion to Full Professor different?

- Promotion to Full Professor is based on the candidate's major impact on scholarship, teaching and mentoring, and service in the field. This is often recognized through the international reputation of the scholar, a body of publications in an area such that the candidate is known as a leader in a part of the discipline, mentoring and placing graduate students at both the MA and Ph.D. levels, and recognition in scholarly associations through serving as officers, meeting organizers, or board members.

Who should be referees?

- Outside referees should be from major research universities. If they are at smaller colleges or universities, their importance in the field has to be established. Collaborators, dissertation chairs, and colleagues who studied with you should be avoided. One collaborator from another university is acceptable.

How important are annual letters of review by the chair?

- These are very important. Be sure to meet with your chair each year and discuss the letter. Letters that are all laudatory are not necessarily good for your case. Honest evaluations that point out areas for improvement or suggestions for bettering your career are very well received by reviewers at the Department, College, and University levels. You have the right to write an additional commentary to your annual review either in the activity report or as an extra letter.

What about lecturers? When should they go up for promotion?

- The time-line for advancing to Master and Senior Lecturer is equivalent to that of other faculty ranks.

Are their packets different?

- Application for promotion of lecturers do not require outside letters. Lecturer assignments in general have more teaching as opposed to research and service (although some may be included in the assignment). More peer evaluations are expected for lecturer promotions.

How does an applicant for promotion and/or tenure hear about the process?

- Department chairs communicate the faculty vote to the candidates and also show them the letter of transmittal. If questions come up at the College level, the Associate Dean for

Faculty Affairs communicates with the Department Chair and can ask for clarification or further explanation. When that occurs, the candidates must see any additions to the packet. After the College committee assesses the applications, the Dean writes a letter of transmittal which is given to both the candidate and the chair of the department.

College and University Guidelines are found at:

Rules of the University regarding Tenure and Promotion:

<http://www.clas.ufl.edu/dean/memos/0607-CLAS-TPguide.pdf>

<http://www.aa.ufl.edu/aa/aapers/2006-2007/TPGuidelines2006-2007.pdf>

Third Year Review at the College level:

http://www.clas.ufl.edu/faculty/tenure_thirdyear.pdf

A sampling of “Tenure Tips” from here and other Universities:

Basic Guidelines:

- **Identify what you do** and do not understand from the available guidelines, then discuss and clarify these items with the chair and other faculty.
- **Know procedures** (the application process, what happens, making an appeal, etc.) from the beginning. Be optimistic but prepare for the worst just in case (i.e., document everything as you go). Know what materials are admissible and build them.
- **Carefully consider** your suggestions for external referees (there is a lot of emphasis on their letters).

Planning Your Tenure Timeline:

I. Setting publication deadlines

- Scheduling for Productivity
- Creating a Six Year Plan

II. Getting It Written:

- Writing Efficiently
- Keeping Papers in the Pipeline
- Getting Grants
- Avoiding Procrastination

- Setting Boundaries for Teaching

III. Interpersonal Aspects of the Tenure Track:

- Networking for Success
- Becoming a Valued Member of Your Department
- Prepare the Tenure Portfolio
- Create Successful Collaborations
- Balancing Work with the Rest of Your Life

Tenure Tips for Assistant Professors (adapted from Stanford University Center for Innovations in Learning)

- The University of Florida hired you in the first place under very selective criteria. This means that your department and the university want to keep you and for you to have a long and successful career.
- Do what you do best. If people tell you that research and publishing are most important, believe them, but nobody gets tenure without also being a good teacher and a good academic citizen. Build up a teaching portfolio, a research portfolio, and a service portfolio.
- Try to add something to your CV every month. This need not be a published paper, but can be a review for a journal, a conference presentation, a meeting about research collaboration. Doing so forces you to think about what you have accomplished and to look at the kind of story you want to tell about your career.
- Details count on your CV. Your CV (and the t&p form) will be seen by people outside your field and it says something about how you are organized and how well you think.
- Explain to students at course evaluation time the significance of what they are about to do in your promotion and tenure process. You shouldn't solicit support for your application for tenure, but it is important for students to realize that they are not writing private notes to you, that what they say can have a real impact on your future.
- You need to be seen as a good citizen of the department. Doing so means you are going to feel a tension between speaking up or going along with the crowd. Many times you need to put your oar in the water with everyone else, but there are times when the courage of your convictions, well presented, can add important dimension to your colleagues' understanding of your contribution to the department.
- Do double-duty wherever possible. Combine your work with graduate students and directed studies courses, with the kind of research you are doing. Go to conferences and come out with names and research ideas. Bring speakers to campus; it gives both of you visibility and it gives you a good future contact.
- Find a mentor. Stay away from current chairs, they are too busy anyway
- Take time for yourself and your family! Nobody notices if you don't. But you will notice when everyone comes back rested and refreshed and you are ready to collapse!