

**College of Health and Human Performance  
Tenure and Promotion Committee  
Operating Code**

The College Tenure and Promotion Committee is defined by the University of Florida to be “a college-level fact-finding committee”. This committee “provides recorded individual assessment to the Dean as part of its fact-finding and consultative role. An individual assessment shall consist of the committee member’s indicating whether or not the candidate meets the standards for promotion within that college. The individual faculty members making the assessments shall not be identified. The college committee’s individual assessments are submitted to the candidate and to the University’s Academic Personnel Board.”<sup>1</sup>

The process of tenure and promotion begins with the hiring of a faculty member. Expectations for tenure and promotion need to be made clear at that time and annually at each evaluation. This Operating Code supplements the University guidelines for promotion and tenure and supports the specific departmental guidelines developed by the faculty of the college.

This document is also intended to serve as the framework to determine suitability of a candidate’s record for promotion and/or tenure consideration. The departmental guidelines developed by the discipline-specific faculty and the University of Florida Guidelines for Promotion and Tenure provide the foundation for the college committee to make decisions related to promotion and tenure.

Additionally, this Operating Code will be used in conjunction with the appropriate departmental guidelines to conduct annual reviews and the third-year review of untenured faculty. The annual evaluations of the faculty member by the department chair as well as the pre-tenure annual and third-year reviews by the chair and department promotion and tenure committee are designed to provide substantive feedback about the candidate’s progress toward tenure and/or readiness for promotion.

Nothing in the department or the college guidelines is intended to contradict the university’s criteria. This operating code may need to be changed due to changes in the University’s procedures and changes in the Collective Bargaining Agreement. Thus the College document will be reviewed annually for alignment with the aforementioned documents.

The Dean coordinates establishment of the six-member College Tenure and Promotion Committee annually. The College position is that tenured professors in the college who also serve in administrative positions, especially those responsible for writing letters for any candidate, should not serve on the College Tenure and Promotion Committee.<sup>2</sup>

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<sup>1</sup> GUIDELINES AND INFORMATION REGARDING THE TENURE, PERMANENT STATUS AND PROMOTION PROCESS FOR 2007-2008, p. 5

<sup>2</sup> Statement based on Personal Correspondence from Barbara Wingo, UF General Council, E-mail received April 26, 2007.

1. The Dean or designee:
  - a. Reviews UF Guidelines for Changes/ Discrepancies with College T & P Operating Code and Procedural Guidelines.
  - b. Makes necessary corrections and distributes to HHP College Council. The College Council must approve the Operating Code annually prior to the election of the College Tenure and Promotion Committee.
  - c. Coordinates with the Faculty Advisory Council the election of one (1) tenured faculty member from each department in the college holding the rank of associate professor and above to the College Tenure and Promotion Committee. [In accordance with university rules, at least half the members of the HHP T & P Committee will be elected by tenured faculty within the College.<sup>3</sup> ]
  - d. Appoints three (3) tenured professors in the college holding the rank of associate professor and above to the College Tenure and Promotion Committee.
  - e. Provides consultation to the Department Chair for the selection of external reviewers for candidates.
  - f. Receives the assessments of the College Tenure and Promotion Committee for each candidate. The Dean must sign the nomination and write a letter indicating endorsement or lack of endorsement for the nomination before it can be forwarded to the University Academic Personnel Board. The Dean's letter also explains/clarifies such issues as unusual votes, especially those where the unit faculty votes are more than one-fifth negative, exceptional assignments, and unique contributions.
  - g. Sends a copy of the letter to the candidate and the appropriate Chair within five (5) days after it has been written.
  - h. Submits fully reviewed packets to the University Academic Personnel Board, unless the Candidate makes the decision to withdraw from the process.
  
2. The College Tenure & Promotion Committee is comprised of six (6) tenured professors in the college holding the rank of associate professor and above. The College Tenure & Promotion Committee:
  - a. Elects its committee chair.
  - b. Reviews the UF, College and Departmental Guidelines for Tenure & Promotion prior to reviewing individual packets.
  - c. Meets to receive the official charge from the Dean, including information on how many potential candidates are to be reviewed and to discuss and clarify procedures based on the departmental and college guidelines.
  - d. Receives the timeframe for the College decision-making and establishes the date that the Committee will meet to discuss the candidates and the date the individual assessments will be cast.
  - e. Reviews each candidate's packet in accordance with the timeframe established.

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<sup>3</sup> <http://regulations.ufl.edu/chapter7/7019.pdf>, p. 16 (retrieved April 19, 2007)

- f. Meets as a committee to discuss the candidates' packets prior to submitting individual assessments on the candidates.
- g. Submits individual assessments to the Dean on each candidate that indicates whether the candidate meets the criteria for tenure and/or promotion.

### 3. Candidates:

- a. Notify the Department Chair, within the timeframe established by the College, of intent to submit materials for consideration.<sup>4</sup>
- b. Candidate's notification initiates the process of solicitation of external letters from leading scholars in the candidate's field.
- c. Proposes a list of scholars to the Department Chair to consider for solicitation of an external review of the tenure/promotion material.
- d. Decides and signs the form indicating whether or not to waive the right to view external letters. (This must be signed prior to solicitation of external letters.)
- e. Develops and reviews the completed packet for accuracy and to insure that it contains all the information the faculty member believes is pertinent to his/her nomination in accordance with the printed UF guidelines.
- f. Signs and dates the appropriate statements prior to the unit review and secret ballot. After the packet has been signed, the faculty member may receive, upon request, a copy of the completed packet for his/her files.<sup>5</sup>
- g. Reviews letters from the Department Chair and from the Dean as they are added to the packet and decides whether or not to continue to forward the packet to the next level for consideration.
- h. Faculty members being considered for tenure prior to the last year of the tenure probationary period in their unit (HHP: 7 years) may withdraw, without prejudice, from the review process if no official action is taken on the nomination, i.e. written communication regarding denial. This requires written mutual agreement between the faculty member and the appropriate Chair or Director.

### 4. Department Chair:

- a. Develops the list of scholars from whom to solicit an external review. This list is composed with consultation with the Department Tenure and Promotion Committee, the Candidate, and the Dean. The Chair must solicit a sufficient number of letters to ensure that the candidate's portfolio will contain the minimum number of letters from external reviewers

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<sup>4</sup> Under the university's "tenure when ready" policy, a faculty member may request to be considered for tenure at any point during his or her 7 year probationary period. The university's "Tenure Clock Stopping" policy must be carefully adhered to in both concept and practice.

<sup>5</sup> A copy of any additions, deletions, and/or changes to the supporting materials in the packet made by anyone other than the candidate, shall be sent to the faculty member within five calendar days. This includes results of the votes and copies of both the Chair's/Director's and the Dean's letters. The candidate should also be informed of the decisions at each level of the process within five calendar days of the completion of review at each level. The candidate then has ten calendar days thereafter to request a meeting with the appropriate administrator or to submit a written response. Such response shall be placed in the packet.

required by the University. All letters received for external reviewers must be included in the portfolio.

- b. Solicits letters of evaluation from the list of scholars. Each scholar must be notified in the solicitation letter whether the candidate chose to execute or decline the waiver to view the external letters.
- c. Establishes Department Tenure and Promotion Committee in accordance with department guidelines.
- d. Reviews UF Guidelines for discrepancies with Department T & P document. Makes necessary corrections and distributes to Department T & P Committee and submits a copy to the College (Associate Dean for Faculty Affairs).
- e. Writes a letter of no more than four pages, single-spaced after the review and secret ballot at the unit level, and before being sent to the next level. This letter must explain the vote whenever 20% or more of the votes are recorded as negative, abstaining or absent. This letter is evaluative in nature and should explain the Chair's evaluation of the candidate.<sup>6</sup> The Chair's letter may or may not concur with the assessment by the department T & P committee; it is not intended to be limited to reflecting the judgment of the departmental "voters." Once this information has been added to the packet, the candidate must receive a copy of the letter and the results of the unit vote(s). A copy of the letter is to be sent to the candidate within five days after it has been written.<sup>7</sup>

##### 5. College Guidelines for Tenure and Promotion<sup>8</sup>

For promotion, the faculty member must have a record of 1) "satisfactory" performance in all three areas of professional activity and 2) "distinction" in at least two areas. The successful candidate will demonstrate distinction in research and a record of distinction in either teaching or service. Each discipline identifies factors that constitute distinction; these factors are outlined in the departmental criteria for tenure and promotion.

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<sup>6</sup> Personal Correspondence from Barbara Wingo, UF General Council, received e-mail April 26, 2007.

<sup>7</sup> See University Guidelines 2007-2008, p. 7 for additional information on content of Chair's letter.

<sup>8</sup> Originally approved by HHP Faculty vote, September 2005.

**Definition of Distinction**

Distinction is demonstration of outstanding achievement and excellence in areas of assignment (teaching, research and service) as compared with peers, both internal and external of the same rank and discipline.

**Teaching**

Teaching is considered an essential function of faculty at the University of Florida, and consequently all faculty members are expected to demonstrate satisfactory performance in this important area. It is acknowledged that there is great variability in the degree and approach to teaching among the various disciplines within the departments. For example, some disciplines may regularly teach courses involving large numbers of students, whereas others provide individual instructions to a small number of students. Such variability should be considered in establishing expectations for performance, and differences in the manner in which teaching is conducted should be taken into account in evaluation of faculty performance.

**Research**

Distinction in research is evidenced by (a) the development of an independent line of research in a declared area of specialization and (b) documented progress toward the establishment of a national and/or international reputation based on research contributions in a declared area of specialization and the field. Although each department has provided some indication as to quantity of publication/presentation related to progressing from Assistant Professor through Associate Professor to Professor, the more important question concerns the quality of the research activity as demonstrated by peer-reviewed publications, number of citations, external funding, and/or invited research presentations.

**Service**

Service is considered an essential function of faculty at the University of Florida, and consequently all faculty members are expected to demonstrate satisfactory performance in this area. Service encompasses administrative or governance activities on campus as well as elected, appointed, or volunteer participation in national and/or international professional organizations or the community. As the university moves to a more structured mentoring process for newly hired, untenured faculty, tenured faculty who have not yet achieved full rank who engage in this activity should have their efforts recognized and rewarded.

**Use of guidelines for pre-tenure review**

The departmental tenure and promotion committees, along with the department chair, will conduct the required three-year pre-tenure review of all non-tenured faculty in tenure-accruing lines. Faculty members shall be provided with meaningful feedback in the form of a written peer evaluation about their progress toward meeting the departmental requirements of tenure and promotion to the next rank. No external letters will be requested in this process, but the faculty member(s) will follow the format of the tenure packet specifications. The written evaluation shall not be used in future tenure deliberations of the candidate.

Approved by College Council: July 31, 2007<sup>9</sup>

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<sup>9</sup> These guidelines are updated annually by the Associate Dean for Faculty Affairs to reflect University and Collective Bargaining Unit guidelines and regulations and are submitted for approval to the HHP College Council.