

**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.”¹

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

¹ GUIDELINES AND INFORMATION REGARDING THE TENURE, PERMANENT STATUS AND PROMOTION PROCESS FOR 2017-2018, p. 5

any candidate, should not serve on the College Tenure and Promotion (T & P) Committee.

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 revisions to the Operating Code 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 regulations, one-half of the members of the HHP T & P Committee will be elected by tenured faculty within the College.²]
 - d. Appoints three (3) tenured professors in the college holding the rank of associate professor or 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. After reviewing the materials, the Dean should write a letter conveying his or her recommendation to the Provost. The Dean's letter serves as an evaluation of the nomination, and must convey the Dean's endorsement or lack of endorsement of the nomination, and explain/clarify exceptional assignments, unique contributions, or negative, abstaining or absent assessments if these are more than 20% of the total.
 - g. The Dean provides this letter to the candidate and the Department Chair by uploading it into the Online Promotion & Tenure (OPT) system.
 - h. The Dean should indicate endorsement or lack of endorsement by checking the appropriate box on the Cover Sheet in the OPT system.
2. The College Tenure & Promotion Committee is comprised of six (6) tenured professors in the college holding the rank of associate professor or 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.

² <http://regulations.ufl.edu/wp-content/uploads/2012/09/70191.pdf>, p. 16 (retrieved May 1, 2017)

- d. Receives the timeframe for the College decision-making and establishes the date that the Committee will meet to discuss the candidates and provide individual assessments.
- e. Reviews each candidate's packet in accordance with the timeframe established.
- f. As part of its fact-finding and consultative role, meets as a committee to discuss the candidates' packets and submits, to the Dean, individual assessments on each candidate that indicate whether the candidate meets the criteria for tenure and/or promotion. Individual committee members making assessments shall not be identified.

3. Candidate:

- a. Tenure-accruing faculty members are advised to consult with senior faculty and the Chair, or Dean, before initiating the process.
- b. Notifies the Department Chair, in-writing and within the timeframe established by the College, of intent to submit materials for consideration.²
- c. Candidate's notification initiates the process of solicitation of external letters from leading scholars in the candidate's field.
- d. Proposes a list of scholars (with biosketches) to the Department Chair to consider for solicitation of an external review of the tenure/promotion material.
- e. Executes the waiver statement in the OPT system indicating whether or not to waive the right to view external letters. (This must be done prior to solicitation of external letters.)
- f. The evaluation packet must be completed by the faculty member prior to the unit review, and it is the faculty member's responsibility to see that the packet is complete. This means that the candidate must (a) review the packet to insure that it contains all the information the faculty member believes is pertinent to her/his nomination and is accurate; and (b) certify in the OPT system that the packet is ready to be reviewed. The candidate can update information in the packet, via the OPT system, at any time prior to the final university decision.
- g. Reviews letters from the Department Chair and from the Dean as they are uploaded to the OPT system and decides whether or not to continue to forward the packet to the next level for consideration. The candidate has ten days thereafter to submit an official written response if s/he chooses to do so by uploading the response in the OPT system. The packet will not advance to the next step until the candidate either submits an official response, indicates in the system that s/he will not respond, or 10 days have passed, whichever is first. Note that adding an official response should be reserved for addressing differences with the Chair's/Dean's

² See: <http://hhp.ufl.edu/wp-content/uploads/TP-Calendar-HHP-2017-2018-Final.pdf>

findings; faculty should not upload letters agreeing with or thanking the Chair/Dean for support.

- 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, at any stage of the the review process if no official action in the form of written communication regarding denial has been taken on the nomination. In those cases where the decision of the Provost does not support tenure or promotion, the Provost's Office will notify the relevant Dean prior to taking official action. The Dean will notify the Department Chair and candidate at least 10 days prior to the official decision in order to allow the candidate to withdraw and resign if she or he so chooses. All cases of withdrawal and resignation prior to an official decision require written mutual agreement between the faculty member and the Chair.

4. Department Chair:

- a. Informs the faculty member well in advance about deadlines in the T & P process.
- b. 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 shall be responsible for choosing the individuals who will be requested to submit letters of evaluation, provided that at least one-half of the evaluators who agree to write letters come from the candidate's list. For more information regarding external reviewers, see the UF Guidelines and Information Regarding the Tenure and Promotion Process.³
- c. Solicits letters of evaluation from the list of scholars. For the appropriate process to use when soliciting external letters of evaluation, see Article 19, Collective Bargaining Agreement. Each scholar must be notified in the solicitation letter whether the candidate chose to waive their right to view the external letters or not. The Chair must solicit a sufficient number of letters to ensure that the candidate's portfolio will contain the minimum number (five), but no more than the maximum number (six), of letters from external reviewers required by the University. All letters received from external reviewers must be included in the portfolio. Biosketches must indicate whether the reviewer came from the Chair's or the candidate's list.
- d. Establishes Department Tenure and Promotion Committee in accordance with department and UF guidelines.
- e. 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).

- f. Writes a letter of no more than three pages, single-spaced after the review and secret ballot at the departmental level.⁴ This letter should provide an explanation of the quality of the candidate's work in all areas with reference to the department's written discipline-specific clarifications of the University's tenure and/or promotion criteria, describe the quality of the journals or other venues in which the candidate has published, assess creative works, and provide insight into the nomination for the benefit of the committees that will be reviewing the packet. In addition, the Chair should address the strengths and weaknesses of a candidate's case, as appropriate. The Chair's letter may explain unusual assignments or unique contributions, and must address negative, abstaining or absent votes when they are 20% or more of the total.
5. College Guidelines for Tenure and Promotion⁵
 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.

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.

⁴ See University Guidelines 2017-2018, pp. 8-9 for additional information on content of Chair's letter.

⁵ Originally approved by HHP Faculty vote, September 2005.

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.

Presented to College Council: July 11, 2017

Approved by College Council: August 1, 2017

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.