

**University of Florida**

**College of Health and Human Performance**

**Department of Tourism, Recreation and Sport Management**

**Guidelines for Tenure and Promotion**

**Introduction**

In addition to the University of Florida's Guidelines for Tenure and Promotion, the Department of Tourism, Recreation and Sport Management provides further guidelines for the tenure and promotion process for eligible faculty members. . These guidelines are intended to clarify the Department's application of the University's criteria, and not to change or contradict it. The criteria specified in the following sections are intended to serve as guidelines to evaluate the suitability of a candidate's record for promotion and/or the granting of tenure. It is expected that annual evaluations of the faculty member by the Tenure and Promotion Committee and Department Chair will provide substantive feedback about the candidate's progress and readiness towards promotion and tenure. In addition, a three-year review of Assistant Professors by the Department Chair and tenured faculty who hold rank above the applicant in the department will provide additional feedback about progress toward tenure and promotion.

**Process**

The faculty member should take responsibility to communicate with the Department Chair about their intention to seek tenure and/or promotion. The Chair will initiate the process upon the request of an eligible faculty member, regardless of the time the faculty member has spent in the respective rank. Faculty members are advised to consult with mentors, senior faculty and the Chair prior to making this request. If it is for the award of a special university title above the rank of Professor, such as Distinguished Professor or above or the like, the Department's faculty and/or the Chair are responsible to initiate the process, not the faculty member. The faculty member is responsible for assembling and reviewing the application guidelines and dossier for completeness following all deadlines as established by the Department, College and the University. The Department Chair may consult with the candidate's mentor, senior faculty, and the respective faculty member to create a list of potential scholars in the candidate's discipline of research. These leading scholars will be solicited for evaluation letters based on the candidate's dossier.

The Department's Tenure and Promotion Committee members, inclusive of all tenured faculty excluding the Department Chair will meet to discuss the candidate's application and indicate their recommendations in accordance with the Department, College, and University's review guidelines. In the case of promotion, the members of the Committee holding rank above the candidate should review the nomination. No less than 24 hours after the meeting, the committee members will cast an anonymous vote that consists of one of the following three choices: Yes, No, or Abstain.

The Department Chair shall write a letter which addresses the strengths and weaknesses of a candidate's research, teaching, and service contributions. This evaluation letter will assist the College Promotion and Tenure Committee in its review of the candidate's materials. The Chair's letter should also explain any issues that are idiosyncratic to the candidate's discipline (e.g., quality and quantity) so as to assist the College Promotion and Tenure Committee to consider the candidate in light of his/her particular profession or discipline inclusive of overall academic standing.

In addition, the results of the Departmental vote should be compiled and placed in the packet. The total votes for, against, abstain, and absent should be included in the package. The Chair's letter should report the results of the departmental vote and explain the vote whenever 20% or more of the votes are recorded as negative or abstaining.

The nomination must be forwarded to the college level for consideration, unless the candidate chooses to withdraw his/her nomination after the Department Chair's Evaluation. The College Promotion and Tenure Committee reviews the candidate's application materials and submits individual assessments to the College Dean. Following review of the candidate's application materials and subsequent recommendations by the Department Tenure and Promotion Committee, the Department Chair, and the College Promotion and Tenure Committee, the Dean must sign the nomination to indicate endorsement or lack of endorsement for the candidate before it can be forwarded to the University Academic Personnel Board. Generally, this occurs in early January of each year.

The candidate should be informed of the decision at each level of the process within approximately five calendar days of the completion of review. The candidate then has ten calendar days to request a meeting with the appropriate administrator or to submit a written response. Such response shall be placed in the packet.

Faculty members who are considered for tenure prior to their seventh year probationary period may withdraw without prejudice from the review process, if no official action is taken on the nomination, i.e., written communication with respect to denial. If they withdraw during their seventh year, the withdrawal must be accompanied by a letter of resignation, effective at the end of the eighth academic year, unless an extension of the tenure time frame is granted by the Dean and Provost.

Normally, the University Academic Personnel Board reviews tenure and promotion applications from January through April; makes a recommendation on each candidate to the President, who then makes a recommendation to the University Board of Trustees. Usually, the Dean and candidate are informed of the final decision from the President in May or June.

## **Letters of Evaluation**

The minimum number of external letters is five. It is suggested that the candidate submit at least six names from selected distinguished scholars, preferably from peer institutions. In choosing these individuals, it is recommended that the Department Chair ask the candidate for suggestions and that no more than half of the solicitations come from her/his list. The remainder should be individuals selected by the Department Chair. When needed, the Department Chair may consult with the candidate's mentor and tenured senior faculty members in the candidate's discipline to formulate a pool of external reviewers. In general, the person from whom letters are solicited should have no personal/professional working relationship with the candidate. All such letters received shall become part of the dossier. Solicited supplementary letters are also permitted and can be used to further support the dossier.

The request for external letters of evaluation must originate from the Department Chair. In the request for evaluation and recommendation, the respondent should be asked to assess the quality of the candidate's publication and research record, academic standing in the discipline, including an assessment of national or international reputation, and teaching and service performance (if known). The Department Chair should provide the external reviewers with the Department's Promotion and Tenure guidelines, candidate's curriculum vitae, research narrative, and samples of research articles. The Department Chair should also advise each external reviewer as to whether or not the candidate has waived her/his right of access to the letters of recommendation. It is noted that should a candidate pursue a grievance or legal action over promotion and tenure, the evaluator's letters may be revealed to the candidate, even if access has been waived. A sample letter will be provided to the Department Chair by the College Dean.

Since the Department, College and University Tenure and Promotion Committees may not be generally acquainted with the external reviewers, the candidate and the Department Chair are requested to provide a separate thumbnail sketch of the reviewers which is to be placed at the front of the recommendation letters. In the thumbnail sketch, an explanation should be noted as to who selected each reviewer (i.e., the candidate or the department) and whether there is a special relationship between the candidate and the referees.

## **Criteria in Research, Teaching, and Service**

The Department Tenure and Promotion Committee and the Department Chair will consider the overall contribution of the candidate in research, teaching and service. The candidate should also consult the Tenure and Promotion guidelines set forth by the College and the University. The following guidelines are intended to assist faculty members to understand academic expectations at the Department level with respect to research, teaching, and service. These are guiding principles *primarily* relevant to promotion and tenure, rather than *specific* requirements. *It is noted that a candidate's assigned workload during the course of employment in the Department will be taken into consideration, and performance expectations adjusted accordingly.*

## **Research**

Research is considered an essential function of faculty at the University of Florida.

### ***Specific Expectations for Research - Promotion to Associate Professor:***

Accumulation of achievements includes research activities and accomplishments until the review of a candidate's dossier. The quality of research outputs is the primary consideration. A candidate must demonstrate a record of distinction in research. Distinction in research generally entails: (a) development of a research theme in a field of study relevant to the Department's disciplines, and (b) documented progress toward the establishment of a national and/or international reputation based on research contributions. Additionally, an important component of the evaluation of distinction is based on the recommendations of external reviewers who themselves are recognized as outstanding researchers in the candidate's field of study/discipline.

Distinction in research shall be evidenced by a consistent pattern based on various indicators such as:

1. Publication of research findings in peer-reviewed journals of high quality as ranked by the Department's Annual Performance Report (APR) document.
2. Research presentation at national and/or international conferences where papers have been selected on the basis of peer-review.
3. Submission and award of funding resources external to the university; some submissions as principal investigator, co-principal investigator, or significant contributor. Multiple proposal submissions and awards can be substituted by one major successful external award.
4. Publication of an authored or edited book.
5. Publication of original monographs or chapters in research books.
6. Publication of paper(s) and/or abstract(s) in conference proceedings.
7. Research presentations at regional and state conferences.
8. Participation on review panels for research-related funding agencies.
9. Review for scientific journals and/or member of editorial boards.

### ***Specific Expectations for Research - Promotion to Professor:***

Accumulation of achievements over the candidate's career, with emphasis on achievements since his/her last promotion, will be considered. The quality of research outputs is the primary consideration. A candidate for the rank of Professor must demonstrate a record of distinction in research. Distinction in research generally entails the achievement of a substantive body of work based on an independent line of research, sustained research productivity, and the establishment of a national and preferably an international reputation based on scholarly contributions in his/her field of study/discipline. Additionally, an important component of the evaluation of distinction is based on the recommendations of external reviewers who themselves are Full Professors and are recognized as outstanding researchers in the candidate's field of study/discipline.

Distinction in research shall be evidenced by a consistent pattern based on various indicators such as:

1. Publication of research findings in peer-reviewed journals of high quality as ranked by the Department's Annual Performance Report (APR) document.
2. Research presentation at national and/or international conferences where papers have been selected on the basis of peer-review.
3. Submission and award of funding resources external and internal to the university-submissions as principal investigator and co-principal investigator.
4. Publication of an authored or edited book.
5. Publication of original monographs or chapters in research books.
6. Publication of paper(s) and/or abstract(s) in conference proceedings
7. Research presentations at regional and state conferences.
8. Participation on review panels for research-related funding agencies.
9. Review for scientific journals, research foundations, and/or member of editorial boards or editorship of journals.

## **Teaching**

Teaching is considered an essential function of faculty at the University of Florida, and all faculty members are expected to demonstrate distinguished performance. It is acknowledged that there is great variability in the degree and approach to teaching among the various disciplines within the Department. For example, some disciplines may regularly teach courses involving large numbers of students, whereas others provide individual instructions to a small number of students. Also, courses are administered on-site as well as via distance learning methods. Such variability should be considered in establishing expectations for performance, and differences in the manner in which teaching is conducted/delivered should be taken into account in the evaluation of performance.

### ***Specific Expectations for Teaching - Promotion to Associate Professor:***

Distinction in teaching shall be evidenced by a consistent pattern based on various indicators such as:

1. Student course evaluations above the average of Department and/or College ratings.
2. Peer review of teaching and classroom performance.
3. Serve as chair and/or committee member of M.S. thesis committees; M.S. project; and M.S. non-thesis students; serve as chair and committee member for Ph.D. dissertations.
4. Advise student research that leads to peer-reviewed publication(s) and conference presentation(s).
5. Achievement of teaching award (e.g., teaching, international educator).
6. Publication of teaching related resources e.g., textbooks and manuals.
7. Other activities that represent contributions to teaching that exceed expectations, such as development and implementation of a degree program, new courses, leadership role in curriculum redesign or development, develop/lead study abroad courses, and develop and/or deliver distance education courses.

***Specific Expectations for Teaching - Promotion to Professor:***

Distinction in teaching shall be evidenced by a sustained pattern based on various indicators such as:

1. Student course evaluations above the average of Department and/or College ratings.
2. Peer review of teaching and classroom performance. This may also include Department committee and/or chair evaluations indicating superior service on master's and doctoral supervisory committees (as chair and/or as a member).
3. Serve as chair and committee member for Ph.D. dissertations; serve as chair and committee member for M.S. thesis committees; M.S. project; and M.S. non-thesis students.
4. Advise student research that leads to peer-reviewed publication(s) and conference presentation(s).
5. Successful mentorship and graduation of Ph.D. students as well as M.S. students.
6. Achievement of a teaching and/or mentorship award (e.g., HHP Teacher of the Year, dissertation mentor, international educator).
7. Publication of teaching related resources e.g., textbooks and manuals.
8. Other activities that represent contributions to teaching that exceed expectations, such as development and implementation of a degree program, new courses, leadership role in curriculum redesign and/or development, develop/lead study abroad courses, and develop and/or deliver distance education courses.

**Service**

Service is considered an essential function of faculty at the University of Florida, and all faculty members are expected to demonstrate distinguished performance. Service encompasses all elected, appointed, or volunteer participation activities at the Department, College, University, Community, and Professional Organizations. It is expected that each faculty member demonstrate good citizenship in the Department, College and University with committee participation. The Department Chair should provide substantive information with reference to the candidate's time and effort in contributed service.

***Specific Expectations for Service - Promotion to Associate Professor:***

Distinction in service shall be evidenced by a sustained pattern based on various indicators such as:

1. Serve as a chair and/or member on Department, College and University committees.
2. Assume administrative duties such as a coordinator's role (undergraduate, graduate, internship).
3. Serve at the state, regional, national, and/or international organizations as chair or member.
4. Serve on organizational boards, and/or other recognized groups related to the field.
5. Receive awards and recognition from various groups for service.
6. Publication of technical report(s)

***Specific Expectations for Service - Promotion to Professor:***

Distinction in service shall be evidenced by a sustained pattern based on various indicators such as:

1. Serve as a chair and member on Department, College and University committees.
2. Serve as chair of programs such as undergraduate, graduate, internships, etc.
3. Assume key administrative roles in the department such Program Coordinator and Center/Institute Director.
4. Serve as a mentor to junior faculty.
5. Provide leadership role in the department
6. Serve at the state, regional, national, and/or international organizations as chair or member.
7. Serve on organizational boards, and/or other recognized groups related to the field.
8. Receive awards and recognition from various groups for service
9. Publication of technical report(s)