

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 promotion and tenuring of faculty in tenure-track lines. These guidelines are intended to clarify the Department's application of the University's criteria and not to change or contradict the University's criteria. These criteria take effect immediately, as it is stating in writing what the normative unwritten expectations have been in recent years.

The criteria specified in the following sections are intended to serve as guidelines for evaluating the suitability of a candidate's record for consideration of promotion and/or the granting of tenure. It is expected that annual evaluations of the faculty member by the Department Chair will provide substantive feedback about the candidate's progress toward tenure and/or the readiness for promotion. In addition, a three-year review by the Department Chair and tenured faculty in the department will provide additional feedback about the candidate's progress toward tenure and/or promotion.

Process

For consideration of tenure and promotion, the Department Chair must initiate the process. The faculty member should also take responsibilities to communicate with the Department Chair. The Chair will initiate the process upon the request of an eligible faculty member, regardless of the time the faculty member has spent in rank. Faculty members are advised to consult with senior faculty and the Chair before 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 departmental faculty and/or the Chair are responsible for initiating the process, not the faculty member. The faculty member is responsible for assembling and reviewing the application package for completeness. The Department Chair may consult with senior faculty and the faculty member to create a list of potential scholars in the candidate's discipline of research, and will then solicit evaluation letters from these leading scholars.

The Departmental Tenure and Promotion Committee members, including all tenured faculty and those at associate and full professor ranks without tenure excluding the Department Chair, will meet to discuss the candidate's application and indicate their recommendations in accordance with the 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 a secret vote either recommending the candidate or not.

The Department Chair shall write a letter which addresses the strengths and weaknesses of a candidate's case, as appropriate, including the quality of the journals in which the candidate has published, the quality of the candidate's teaching and service contributions, the significance of any awards attained by the candidate, and any other clarifications that will assist the College Academic Personnel Board 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 Academic Personnel Board in considering the candidate in light of his or her particular profession or discipline as well as his or her overall academic standing.

In addition, the results of the vote should be compiled and placed in the packet. The total votes for, against, absent, and abstaining 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. The College Academic Personnel Board reviews the candidate's application materials and makes a recommendation(s) to the College Dean. After reviewing the candidate's application materials and recommendations made by the Department Tenure and Promotion Committee, the Department Chair, and the College Academic Personnel Board, the Dean must sign the nomination indicating endorsement or lack of endorsement for the nomination before it can be forwarded to the University Academic Personnel Board. Generally this occurs in early January of each year.

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

The candidate should be informed of the decision at each level of the process within approximately five calendar days of the completion of each review at each level. The candidate then has 10 calendar days to request a meeting with the appropriate administrator or to submit a written response. Such response shall be placed in the packet.

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 by letter from the President in May or June.

Letters of Evaluation

The minimum number of outside letters is five. It is suggested that the candidate submit at least six names from carefully selected distinguished scholars, mostly 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 tenured senior faculty members in the candidate's discipline for formulating a pool of external reviewers. In general, the person from whom letters are solicited should have no personal relationship with the candidate. All such letters received shall become part of the dossier.

The request for external letters of evaluation must come from the Department Chair or another authorized senior member of the department faculty. In requesting the letters of recommendation, the respondent should be asked to assess the quality of the candidate's publication and research record, her/his standing in the field, her/his teaching and service performance (if known), and the appropriateness of tenure and/or promotion. The Department Chair or the authorized senior faculty member 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. **Please keep in mind that should a candidate pursue a grievance or legal action over tenure, the letters of recommendation may be revealed to the candidate, even when he/she has waived access.** A sample letter will be provided to the Department Chair by the College Dean.

Since the Department Tenure and Promotion Committee will not generally be acquainted with some of the outside referees, the candidate and the Department Chair are asked to provide a thumbnail sketch of the reviewers on a separate sheet of paper placed at the front of the recommendation letters, so that the Committee members are aware of who they are and the authority with which they speak. **In the thumbnail sketch, an explanation should be made on who selected each referee (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

When making tenure decisions, the Departmental Tenure and Promotion Committee members and the Department Chair will first consider the following question: Could we hire another qualified faculty member who could perform better and would be willing to join the department?

The candidate should consult tenure and promotion guidelines set forth by the University and the College. The following are approximate guidelines that are intended to assist the faculty member in understanding departmental expectations in the areas of research, teaching, and service. They are guiding principles primarily relevant to promotion, rather than dogmatic prescriptive statements. A candidate's assigned workload will be taken into consideration and performance expectations adjusted accordingly when reviewing the candidate's accomplishments.

Research. Research is considered an essential function of faculty at the University of Florida, and consequently all faculty members are expected to demonstrate distinction performance in this important area.

Specific Expectations for Research - Promotion to Associate Professor:

- A. Accumulation of achievements includes research activities and accomplishments until the review of a candidate's dossier.
- B. The quality of research, instead of quantity, is the primary consideration. A candidate must demonstrate a record of distinction in research. "Distinction" means appreciably better than the average assistant professor in the candidate's discipline at institutions comparable to the University of Florida.
- C. The first judgment of distinction in research shall be based largely on the written opinions of external reviewers who themselves are recognized as outstanding researchers in the candidate's discipline.
- D. Distinction in research ordinarily entails (a) the development of a research theme in a discipline relevant to the Department's disciplines and (b) documented progress toward the establishment of a national and/or international reputation based on research contributions in the discipline.
- E. The primary indicator of progress toward establishment of a national and/or international reputation shall be the publication of research findings in peer-reviewed journals of high quality. A secondary indicator is presentation of papers at top international and/or national conferences where papers have been selected on the basis of peer-review.
- F. Multiple submissions to funding sources external to the university; some submissions as principal investigator, co-principal investigator, or significant contributor. Multiple proposal submissions can be substituted by obtaining one major external grant/contract or multiple small grants/contracts.
- G. Other indicators of progress toward establishment of a national research reputation include:
 - Publication of an authored or edited book by a reputable publisher.
 - Publication of original monographs or chapters in books.
 - Publication of paper(s) and/or abstract(s) in conference proceedings
 - Research presentations at international, national, regional, and state conferences.
 - Publication of technical report(s).
 - Participation on review panels for granting agencies.
 - Participation in interdisciplinary research teams.
 - Service on the editorial board of scientific or professional journals.

Specific Expectations for Research - Promotion to Professor:

- A. Accumulation of achievements over the candidate's career, with emphasis on achievements since his/her last promotion, will be considered.
- B. The quality of research, instead of quantity, is the primary consideration. A candidate for the rank of Professor must demonstrate a record of distinction in research. "Distinction" means appreciably better than the average associate professor in the candidate's discipline at institutions comparable to the University of Florida.
- C. The first judgment of distinction in research shall be based largely on the written opinions of external reviewers who themselves are full professors and are recognized as outstanding researchers in the candidate's discipline.
- D. Distinction in research ordinarily entails the achievement of a substantive body of empirical works 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 one's discipline of research.
- E. Sustained multiple submissions to funding sources external to the university; some submissions as principal investigator, co-principal investigator, or significant contributor. Multiple proposal submissions can be substituted by obtaining one major external grant/contract or multiple small grants/contracts.
- F. Other indicators of progress toward establishment of a national research reputation include:
 - Publication of an authored or edited book by a reputable publisher.
 - Publication of original monographs or chapters in books.
 - Publication of paper(s) and/or abstract(s) in conference proceedings
 - Research presentations at international, national, regional, and state conferences.
 - Publication of technical report(s).
 - Participation on review panels for granting agencies.
 - Participation in interdisciplinary research teams.
 - Service on the editorial board of scientific or professional journals.

Teaching. Teaching is considered an essential function of faculty at the University of Florida, and consequently all faculty members are expected to demonstrate distinguished 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 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. 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.

Specific Expectations for Teaching - Promotion to Associate Professor:

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

- A teaching portfolio providing detail information on the content and approach of instructions.
- Student evaluations showing above the average of college ratings in classroom teaching.
- Peer ratings showing above the average of college ratings in teaching content and classroom performance.
- Appropriate service as chair (advisor) for M.S. non-thesis students; serve as director for M.S. project in lieu of thesis projects; serve as a member or chair of M.S. thesis committees; serve as member or chair of Ph.D. supervisory committees.
- Advising student research that leads to publication(s) and presentation(s).
- Achievement of a teaching award.
- Development of a new course or teaching program.
- Other activities representing contributions to teaching that exceed expectations, such as the development and implementation of a degree program, assuming a leadership role in curriculum redesign or development, developing continuing education courses, and creatively using technology in teaching.

Specific Expectations for Teaching - Promotion to Professor:

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

- A teaching portfolio providing detail information on the content and approach of instructions.
- Student evaluations continuously showing above the average of college ratings in classroom teaching.

- Peer ratings continuously showing above the average of college ratings in teaching content and classroom performance.
- Department committee and/or chair evaluations indicating superior service on master's and doctoral supervisory committees (as chair and/or as a member).
- Continuously advising student research that leads to publication(s) and presentation(s).
- Achievement of a teaching award.
- Development of a new course or teaching program.
- Other activities representing contributions to teaching that exceed expectations, such as the development and implementation of a degree program, assuming a leadership role in curriculum redesign or development, developing continuing education courses, and creatively using technology in teaching.

Service. Service is considered an essential function of faculty at the University of Florida, and consequently all faculty members are expected to demonstrate distinguished performance in this important area. Service encompasses all elected, appointed, or volunteer participation activities at department, college, university, community, and professional organizations.

Specific Expectations for Service - Promotion to Associate Professor:

It is expected that each faculty member demonstrate good citizenship in the department and the college by serving on committees at each level – department, college and university. The Department Chair should provide substantive information with reference to the candidate's time and effort in contributed services. Distinction in service shall be evidenced by a sustained pattern among various indicators such as:

- Chairing and/or serving on a college and/or university committee.
- Serving as chair of programs such as undergraduate, graduate, internship, etc.
- Assuming interim Department Chair or other administrative duties.
- Serving at the state, regional, national, and/or international organizations as chair or member.
- Serving on organizational boards, editorial boards, and/or other recognized groups related to the field.
- Receiving awards and recognition from various groups for service.

Specific Expectations for Service - Promotion to Professor:

It is expected that each faculty member continue to demonstrate good citizenship in the department and the college by serving on committees at each level – department, college and university. The Department Chair should provide substantive information with reference to the candidate's time and effort in contributed services. Distinction in service shall be evidenced by a sustained pattern among various indicators such as:

- Chair a college and/or university committee.
- Serve as chair of programs such as undergraduate, graduate, internships, etc.
- Assume interim Department Chair or other administrative duties.
- Serve at the state, regional, national, and/or international organizations as chair or member.
- Serve on organizational boards, editorial boards, and/or other recognized groups related to the field.
- Receive awards and recognition from various groups for service.
- Offering professional mentorship to junior faculty members.