

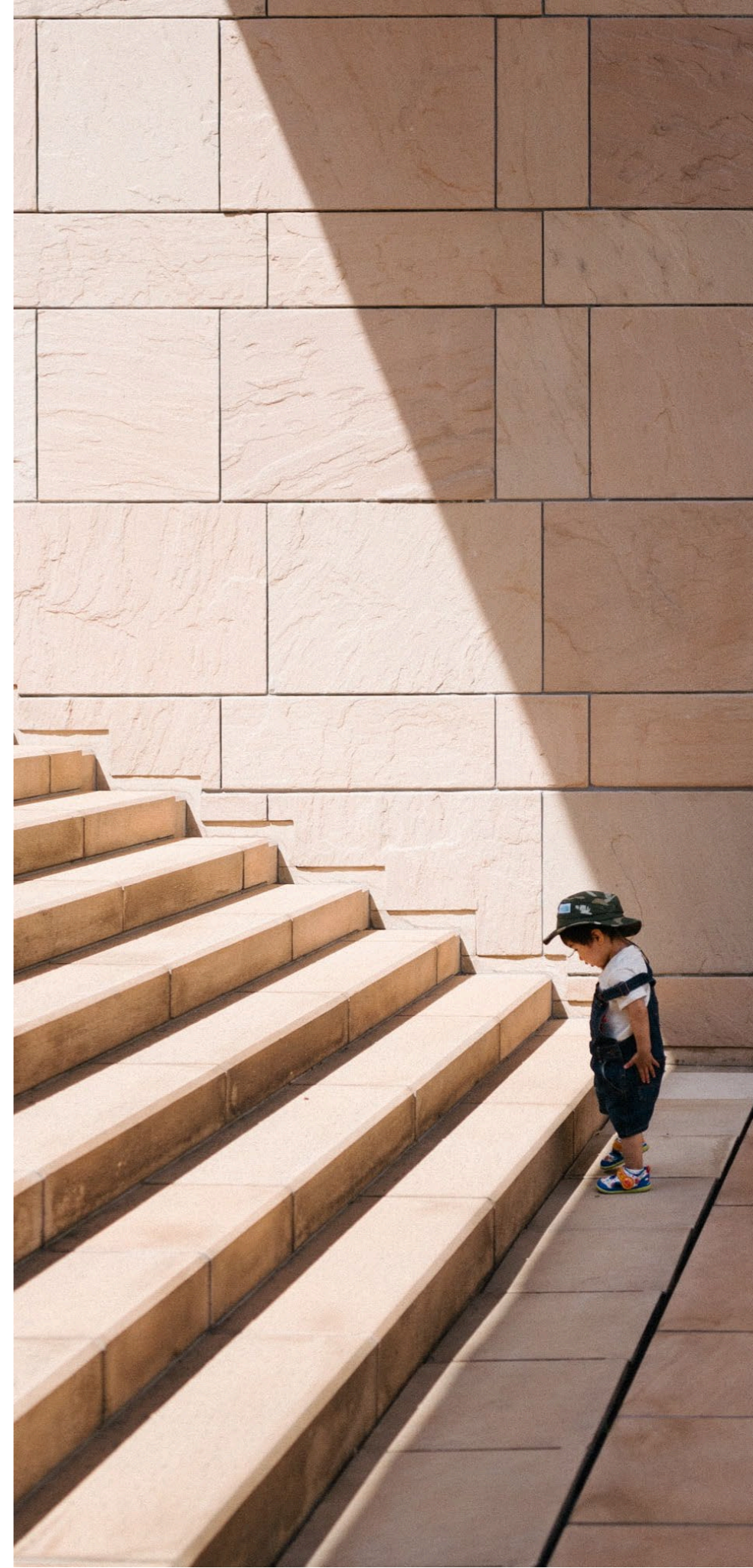
JANUARY 2024



APPLYING FOR REAPPOINTMENT OR TENURE

AGENDA

- ▶ **Introductions**
- ▶ **The processes**
- ▶ **Expectations & assessment**
- ▶ **Your documents**
- ▶ **Where to find support**
- ▶ **Questions**



WHO WE ARE: FAUW AND AF&T

- ▶ Faculty Association: Represents all regular faculty
- ▶ Academic Freedom & Tenure Committee (AF&T)
 - ▶ Provides *confidential* advice and support for *any* employment issue
 - ▶ Ensures fair treatment in accordance with policy
 - ▶ uwaterloo.ca/fauw/help
- ▶ Contacts
 - ▶ Lori Curtis (Chair, faculty) – ljcurtis@uwaterloo.ca
 - ▶ Staff (in the process of hiring)



EXPECTATIONS (BRIEFLY)

PROBATIONARY PERIOD

- ▶ Show your potential
 - ▶ Satisfactory progress towards tenure
 - ▶ Likelihood that scholarly work continues after tenure
 - ▶ Committees need to be able to judge your POTENTIAL to succeed
- ▶ Highlight your potential and passion
- ▶ Policy 76: Reappointment process
- ▶ See also Policy 77: Tenure and Promotion of Faculty Members

STANDARDS FOR TENURE

- ▶ Policy 77: Tenure and Promotion of Faculty Members
- ▶ Highlight your impact and trajectory
- ▶ Record of strong performance in scholarship and teaching
 - ▶ good teacher (**or working hard to be a good teacher)
 - ▶ independent, high quality, peer-assessed scholarship
- ▶ In exceptional cases, based on very strong performance in scholarship or teaching with at least satisfactory performance in the other two areas.



THE PROCESSES

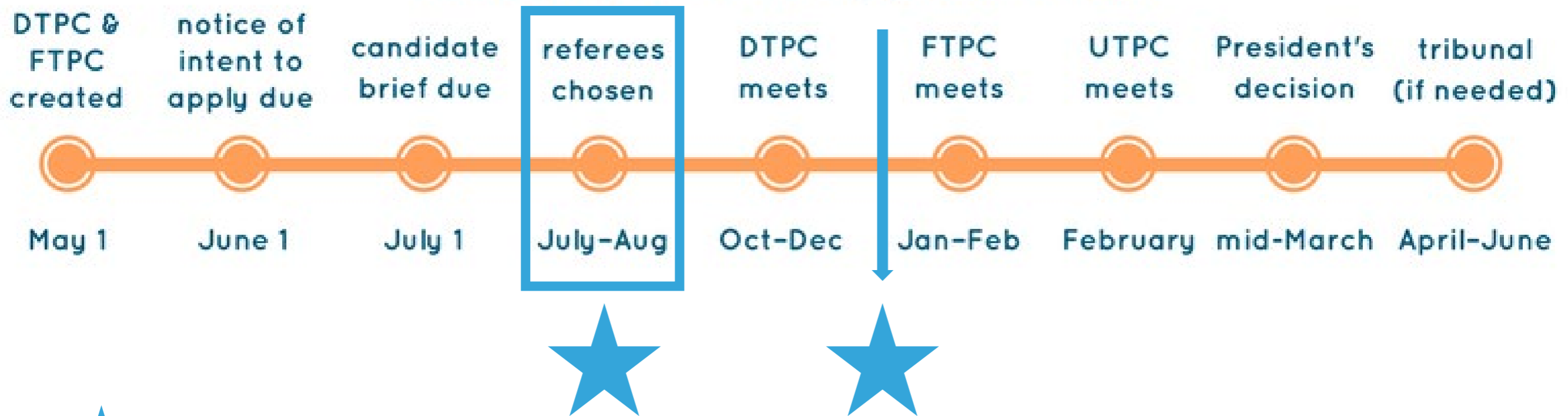
1ST PROBATIONARY TERM

- ▶ At least two years and ten months
- ▶ Less than three years and ten months
- ▶ If hired ABD, starts after degree completion

- ▶ Formal reappointment process happens *before* the end of your 1st term
- ▶ Contract for second probationary term needs to be signed before last day of first probationary contract....

Tenure Process → Reappointment process is a subset

The tenure timeline (approximately)



★ No referees in Reappointment process

★ Ends with DTPC recommendation to the dean → dean decides (unless there is a negative decision)

DEPARTMENT TENURE AND PROMOTION COMMITTEE (DTPC)

- ▶ Chaired by the department chair/director
- ▶ 4–6 tenured faculty members elected by department
- ▶ Dean may appoint a non-voting advisor to the DTPC
- ▶ Should be a majority full professors and ‘include both men and women’.
- ▶ DTPC provides letter to FTPC with recommendation in tenure cases and to dean in reappointment cases.
 - ▶ Candidate is notified of recommendation (reservations possible – discussed in a few slides).

FACULTY TENURE & PROMOTION COMMITTEE (FTPC)

- ▶ Chaired by the dean
- ▶ At least 5 tenured faculty members, elected by the Faculty
- ▶ voting member external to Faculty, appointed by Provost
- ▶ non-voting advisor from UTPAC
- ▶ FTPC provides letter to UTPC with recommendation (reservations possible – discussed in a few slides).

UNIVERSITY TENURE AND PROMOTION COMMITTEE (UTPC)

- ▶ Chaired by the Vice President Academic & Provost
- ▶ Includes:
 - ▶ Faculty deans
 - ▶ Associate Provost, Graduate Studies
 - ▶ Vice-President, University Research
 - ▶ Two non-voting student members (grad, undergrad)
- ▶ Candidate is not notified of decision
 - ▶ No opportunity to respond
- ▶ President is informed of recommendation
- ▶ President's decision is communicated to candidate
 - ▶ If positive: congratulations! (Decision sent to BOG for final approval).
 - ▶ If negative: contact AF&T, may appeal

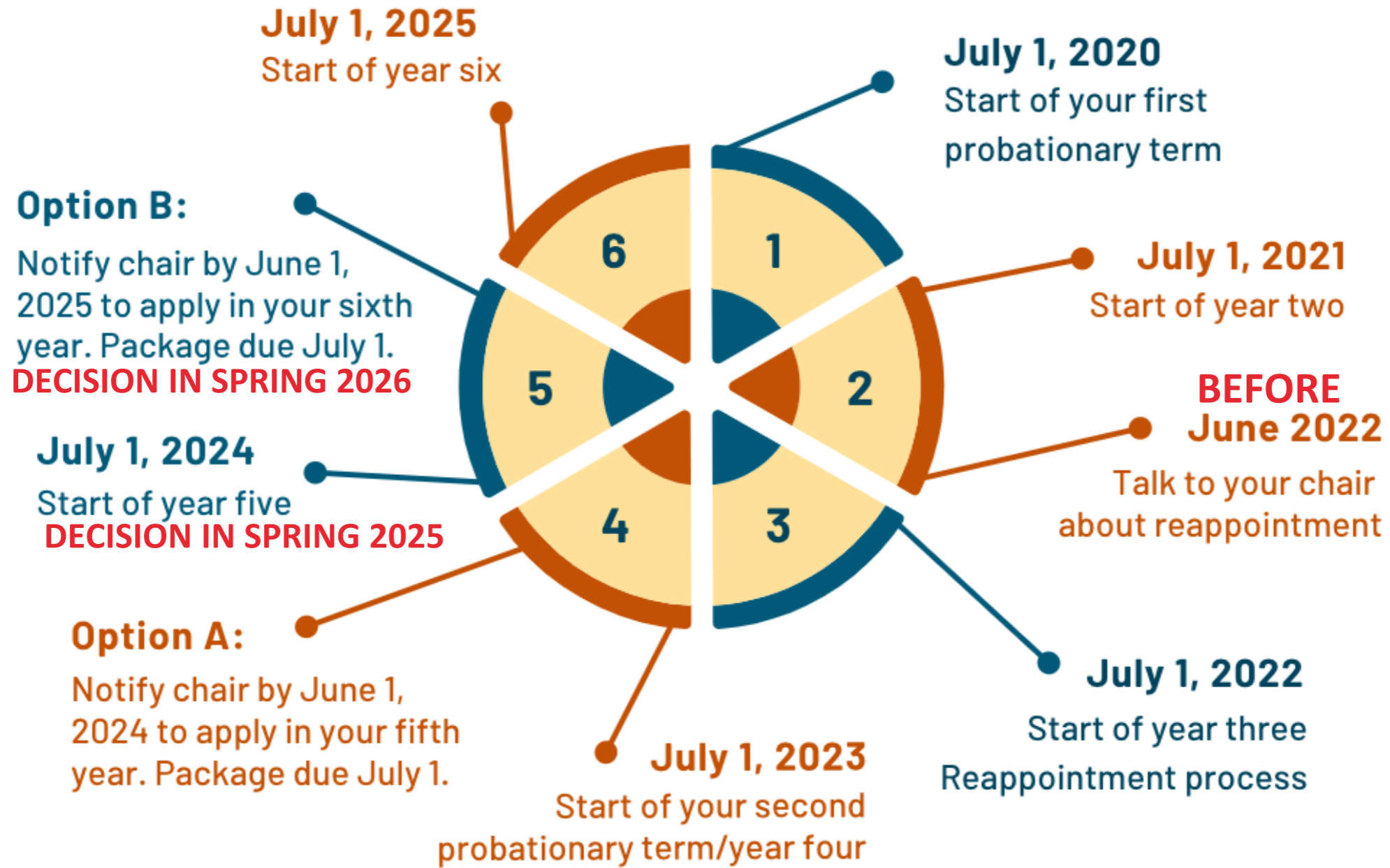
THE REAPPOINTMENT PROCESS

- ▶ **Chair** gives written notice of consideration for reappointment
 - ▶ May or June, 13 months before end of 1st term
 - ▶ Meet to discuss process/materials; document everything
- ▶ **Department Tenure & Promotion Committee (DTPC)** makes a recommendation to the dean
 - ▶ Candidate is informed of decision (with reasons if negative)
 - ▶ October–December decision for the *following* July (normally)
- ▶ **Dean** makes official decision upon receipt of DTPC recommendation
 - ▶ Candidate is informed of decision (with reasons if negative)
 - ▶ Should receive a reappointment letter → very important as it will guide you in your second probationary contract to move to tenure
 - ▶ This letter is often used as evidence in Tenure cases
 - ▶ If negative, contact **AF&T**
 - ▶ Can appeal to **Faculty Tenure & Promotion Committee (FTPC)**

WHEN TO APPLY?

- ▶ Two options:
 - ▶ Normally apply so the decision is made by the end of the second year of your second probationary period
 - ▶ May postpone to apply so the decision is made by the end of the third year of your second probationary period
 - ▶ applying the first time is *not* early; applying the second time is *not* late
 - ▶ Service beyond 2nd probationary contract only if tenure is granted
- ▶ Consider:
 - ▶ pre-tenure sabbatical leave
 - ▶ probationary reappointment letter: address any concerns
 - ▶ annual Performance Reviews: scores and narratives
 - ▶ discussion with your chair
 - ▶ advice from trusted colleagues

The Tenure Clock



You can find this on the FAUW Website -

EXTENSIONS

- ▶ COVID-19 considerations (anyone hired before July 1, 2021)**
 - ▶ Optional one-year extension on request to your dean
 - ▶ Can decide up until original tenure application date
 - ▶ In addition to other extensions (e.g. parental, medical leave)
- ▶ Pregnancy, adoption, parental leave
 - ▶ One-year extension on request to your dean
- ▶ Serious illness or crisis
 - ▶ Impacts ability to fulfil duties for a marked period
 - ▶ Contact AF&T and/or Occupational Health

ACCOMMODATIONS

- ▶ Adjustments to your working conditions due to long- or short-term disability, illness
- ▶ Can address impact on performance and annual review
- ▶ First step: contact AF&T and/or Occupational Health
 - ▶ Occupational Health, Karen Parkinson kparkinson@uwaterloo.ca
- ▶ Medical/professional documentation required, not diagnosis
- ▶ Information or discussion should go through your dean

RESERVATIONS

- ▶ If DTPC or FTPC believes there are enough concerns that there may be a negative outcome, the candidate must be given a chance to address those concerns
- ▶ If reservations are expressed:
 - ▶ no decision is made
 - ▶ candidate is notified (contact AF&T asap)
 - ▶ candidate is given complete, redacted copy of promotion file, including written explanation of nature of reservations
 - ▶ candidate can provide written response and meet with committee
 - ▶ can withdraw file (some faculty prefer this to a tenure denial)
 - ▶ **can reapply in 2 years (if within contract timeframe => if applied early)

MAP OUT YOUR TIMELINE

- ▶ Put your 13-month mark in your calendar.
- ▶ Consider any extensions or accommodations you might need.
- ▶ Plan when you might take your pre-tenure sabbatical.
 - ▶ Don't skip it!
 - ▶ Identify when you should arrange a meeting with your chair to discuss timing.
- ▶ Download the checklist from FAUW website

MAP OUT YOUR TIMELINE

- ▶ Put in your calendar talk to your chair by the start of your 5th year.
- ▶ Consider any extensions you might need.
- ▶ Plan when to take your pre-tenure sabbatical.
 - ▶ Don't skip it!
- ▶ **Download the checklist from FAUW website**



EXPECTATIONS & ASSESSMENT

YOUR GOALS DURING PROBATION

Demonstrate that you are:

- ▶ a strong researcher (publications or pipeline)
 - ▶ independent research program
- ▶ a strong teacher (or working towards it)
 - ▶ both undergraduate and graduate
 - ▶ worked on improving (if need be (CTE, colleagues)
- ▶ a good citizen and colleague
- ▶ addressed(ing) any issues identified in APRs
- ▶ Working towards the expectations for tenure...

SCHOLARSHIP

- ▶ Publications in peer reviewed journals
 - ▶ originality, quality and impact
 - ▶ quality of venue
- ▶ For some disciplines:
 - ▶ well reviewed books by reputable publishers
 - ▶ peer reviewed, high quality conference proceedings
 - ▶ grants (especially Tri-Agency grants)
- ▶ Know the norms:
 - ▶ recently tenured in comparable departments at other institutions
 - ▶ recently tenured (last 3–4 years) in your department
- ▶ Talk to your chair: am I on track?
- ▶ Addressed any issues in reappointment letter

TEACHING

- ▶ Undergraduate teaching
 - ▶ considerable weight on student perception surveys (although policy says cannot be the only metric → up to faculty member to provide evidence)
 - ▶ many departments/faculties want peer reviews
 - ▶ supplement with peer teaching evaluations
- ▶ Graduate supervision
 - ▶ number of grad students
 - ▶ Their progress: published, graduated, placed
 - ▶ progress of grad students: published, graduated, placed
 - ▶ in some departments, grad supervision may be evaluated under research
- ▶ Evidence of conscientious effort to improve
 - ▶ Centre for Teaching Excellence (CTE)'s teaching courses & workshops, colleagues, chair
 - ▶ Addressed any issues in reappointment letter

Know the Norms

- ▶ Department averages for your courses

SERVICE

- ▶ Service includes:
 - ▶ Internal e.g. committee membership at all levels, administrative appointments, student advising
 - ▶ External e.g. reviewing, program committees, editorial boards, conference and workshop organization
- ▶ Collegiality matters, but...
 - ▶ Be aware of the pitfall of doing too much service
 - ▶ Heavy service never overcomes deficiencies in research or teaching
 - ▶ Most departments shield tenure-track faculty from major internal service
- ▶ Addressed any issues in reappointment letter

NORMS

- ▶ Your discipline and department will have unique norms around:
 - ▶ The balance between teaching, research, service
 - ▶ The role of books, journal papers, conference papers, level of productivity, rankings of journals and conferences
 - ▶ Research independence from supervisor
 - ▶ Importance of Tri-Agency grants
 - ▶ Course considerations: class size, level of difficulty, student perceptions
 - ▶ Talk to department Chair and colleagues
 - ▶ Departmental addenda should be reviewed

REFEREES

- ▶ Critically important
- ▶ Pool of candidates
 - ▶ Candidate provides names of at least 3 external referees
 - ▶ more is better: 5 – 6 names
 - ▶ DTPC normally suggests additional reviewer names
 - ▶ Pool of potential referees is shown to candidate
 - ▶ Ideally 5 letters in the end
- ▶ Criteria
 - ▶ arms-length
 - ▶ yes: research colleague, attend same conferences but not collaborators
 - ▶ no: co-author, former supervisor
 - ▶ credible, nationally and internationally recognized scholars
 - ▶ generally: high rank, experienced, diligent

REFEREES

- ▶ Contacting referees
 - ▶ dean contacts referees (no one else should approach referees)
 - ▶ asks them to assess candidate's work and compare it with others recently promoted at their institutions or those comparable to UW
- ▶ Challenges
 - ▶ bias or apprehension of bias
 - ▶ perceived conflict of interest
 - ▶ perceived unsuitability

CLARIFY EXPECTATIONS

- ▶ **Put in your calendar to ask your chair and colleagues about norms and requirements in your department**
- ▶ **Brainstorm potential referees (don't contact them!)**
- ▶ **Brainstorm peer teaching evaluators**
- ▶ **BEST TO HAVE ARMSLENGTH REVIEWER (appointed by Chair)**



CANDIDATE BRIEF REAPPOINTMENT

THE REAPPOINTMENT BRIEF

- ▶ Candidate contributes:
 - ▶ Curriculum vitae
 - ▶ Candidate's statement
- ▶ Department chair (or sometimes candidate) adds:
 - ▶ Annual performance reviews, other written assessments
 - ▶ Teaching evaluations and comparative information
 - ▶ References not usually required
- ▶ Ask your chair about format and templates

YOUR CV: DON'T SKIP THESE

- ▶ Scholarship

- ▶ Contributions to multi-authored papers (may be easier in statement)
- ▶ Quality of publication venues (may be easier in statement)
- ▶ Citations

- ▶ Teaching

- ▶ Student supervision (undergrad, grad)
 - ▶ in progress, plus where former students are now
- ▶ CTE programs and workshops attended
- ▶ Maybe: course perceptions summary (compare against departmental average for each course)

CANDIDATE'S STATEMENT

- ▶ Summary of contributions in scholarship, teaching, and service
- ▶ Scholarship
 - ▶ Convey why your research is interesting and important
 - ▶ Show impact on practice, subsequent research
 - ▶ Address any productivity gaps, delays in research
 - ▶ Address continuing productivity, what's in the pipeline, show trajectory
 - ▶ Contributions to multi-authored papers (if not included in CV)
 - ▶ Quality of publication venues (if not included in CV)

CANDIDATE'S STATEMENT 2

▶ Teaching

- ▶ Convey your enthusiasm for teaching
- ▶ Address any poor teaching evaluations, provide evidence of attempts to improve
 - ▶ Never blame the students or claim (for example) that it is because you have “high standards”

▶ Service

- ▶ Demonstrate how you are a good colleague
- ▶ Document how you contribute to your department, to the campus, and possibly to the larger community

GET REAPPOINTMENT BRIEF DETAILS

- ▶ **Talk to your chair about the required formatting or templates for your reappointment brief**
- ▶ **Create a file to collect notes about your teaching, research, and service contributions and supporting documentation**
- ▶ **Ask colleagues for advise/help with brief**



YOUR TENURE PACKAGE

THE TENURE BRIEF

- ▶ Department chair (or sometimes candidate):
 - ▶ Annual performance reviews
 - ▶ Probationary reappointment letter
 - ▶ Student course perception surveys

- ▶ Candidate (per [Policy 77](#)):
 1. Curriculum vitae
 2. Copies of relevant scholarly work
 3. Candidate's statement
 4. Any other relevant information the candidate feels may be useful

- ▶ Ask your chair about format and templates

1. CURRICULUM VITAE

- ▶ Scholarship
 - ▶ Contributions to multi-authored papers
 - ▶ Quality of publication venues
 - ▶ Citations
- ▶ Teaching
 - ▶ Student supervision (undergrad, grad)
 - ▶ in progress, plus where former students are now
 - ▶ CTE programs and workshops attended
 - ▶ Student course perception scores (compare with dept average for each course)
 - ▶ Peer or other reviews (*you're* responsible for info beyond SCP scores)
- ▶ Can be updated during the process
 - ▶ Any time you get good news, bring it to the attention of the relevant committee and it will become part of the tenure brief

2. SCHOLARLY WORK

- ▶ Quantity included depends on departmental and faculty norms
 - ▶ Usually 3–5 papers
- ▶ What to include
 - ▶ Scholarship is broadly defined in Policy 77
 - ▶ Your best work
 - ▶ ideally in peer reviewed, high-quality venues
 - ▶ Evidence of establishing an independent research program
 - ▶ papers with students
 - ▶ sole-authored papers
 - ▶ Multi-authored papers where you are corresponding author or can rightfully claim and document a major contribution
- ▶ Convey why your research is interesting and show impact
- ▶ Address any productivity gaps, delays in research

3. CANDIDATE'S STATEMENT

- ▶ Summary of contributions in scholarship, teaching, and service
- ▶ Will be read by specialists and non-specialists

- ▶ Teaching
 - ▶ Convey your enthusiasm for teaching
 - ▶ Address any poor student course perception surveys, provide evidence of attempts to improve
 - ▶ Never blame the students or claim (for example) that it is because you have “high standards”

- ▶ Service
 - ▶ Demonstrate how you are a good colleague
 - ▶ Document how you contribute to your department, to the campus, and possibly to the larger community

4. OTHER INFORMATION

If not already in your C.V., consider:

- ▶ Scholarship
 - ▶ contributions to multi-authored papers
 - ▶ quality of publication venues
 - ▶ citations
- ▶ Teaching
 - ▶ course evaluation summary and comparison numbers
 - ▶ teaching dossier
 - ▶ peer teaching evaluations
 - ▶ your chair may arrange these; if not, ask to have one

EXAMPLE REQUIREMENTS

	Engineering	Science	Arts
CV	Free form, but suggestions for inclusion	Free form	Required format
Scholarship	3-5 papers	Exactly 5 papers	3-4 papers of your best work, but may send more if you wish
Candidate's statement	<p>Research, teaching, service in a max of 5 pages.</p> <p>No additional template.</p>	<p>Research, teaching, service in 3-5 pages.</p> <p>Template includes tables for annual performance reviews, papers counts, funding, student evaluations.</p>	<p>Research, teaching, service in 3 pages: 2 + ½ + ½ .</p> <p>No additional template.</p>

Can vary by department and can change – make sure you check with your chair

START ASSEMBLING YOUR PACKAGE

- ▶ **Create a file to collect documentation**
- ▶ **Ask your chair about required templates or formatting**
- ▶ **Ask recently tenured colleagues in your department and faculty if they'd be willing to share their tenure package and/or review your package**



FINDING SUPPORT

SOURCES OF SUPPORT

Identify your sources of support

- ▶ Individuals/groups willing to talk about pre-tenure concerns
- ▶ Your chair, department colleagues

Find mentors

- ▶ Senior faculty, fair-minded with credibility in their department, and who want you to succeed
- ▶ Can advise on all aspects of the job: teaching, research, and service

UNIVERSITY RESOURCES

- ▶ Centre for Teaching Excellence (CTE)
- ▶ [Mental health support for faculty | Faculty Association \(uwaterloo.ca\)](#)
- ▶ Employee and Family Assistance Program (EFAP)
 - ▶ access to confidential, short-term, counselling services
1.800.663.1142 www.homeweb.ca

FAUW RESOURCES

- ▶ AF&T Committee
 - ▶ Provide confidential advice and support
 - ▶ Accompany you to meetings with DTPC, FTPC, etc.
 - ▶ Help interpret the policies that affect you
- ▶ FAUW website & blog
 - ▶ Faculty Guide: uwaterloo.ca/fauw/guide
 - ▶ Blog: fauw.blog

IDENTIFY YOUR SUPPORTS

- ▶ **Find any guiding documents on tenure provided by your department or faculty.**
- ▶ **Identify two senior colleagues in your department who can help you understand the expectations and who could review your CV and candidate statement.**

QUESTIONS?



THANKS FOR COMING!

Chair, Lori Curtis, ljcurtis@uwaterloo.ca