AGENDA

- Introductions
- The promotion process
- Expectations & assessment
- Your promotion package
- 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
  ▸ Katie Damphouse (staff) mcdampho@uwaterloo.ca
  ▸ Roydon Fraser (co-Chair, faculty) rafraser@uwaterloo.ca
  ▸ Jasmin Habib (co-Chair, faculty) jhabib@uwaterloo.ca
  ▸ J-P Lam (co-Chair, faculty) jplam@uwaterloo.ca
STANDARDS FOR PROMOTION

▪ Policy 77: Tenure and Promotion of Faculty Members

▪ High order of achievement in scholarship and teaching
▪ Demonstrate impact
▪ International and national peer-reviewed scholarship

▪ Exceptional cases: outstanding teaching record, with long-standing, satisfactory scholarship
THE PROMOTION PROCESS
THE PROMOTION PROCESS

THE PROMOTION TIMELINE

- Approximate
- The same as tenure
THE PROMOTION PROCESS

WHEN TO APPLY

- Time since tenure: minimum 5 years
  - Otherwise “unusual”
- Standards
  - Familiarize yourself with departmental and faculty norms, especially recent promotion cases
- Support
  - Does your chair support your case?
  - Ask colleagues for informal advice, review of your CV
- Timing
  - Stars are all aligned, you’re at the peak of your game
  - Committees know they are not throwing you out onto the street, so they can be tough
THE PROMOTION PROCESS

DEPARTMENT TENURE AND PROMOTION COMMITTEE (DTPC)

▸ Chaired by department chair/director
▸ Includes:
  ▸ 4–6 tenured faculty members elected by department
▸ Outcomes:
  ▸ Votes and makes recommendation to the dean
  ▸ May opt to express significant reservations instead
  ▸ Candidate is informed in writing, including basis for decision
  ▸ You can withdraw your application if negative/reservations
THE PROMOTION PROCESS

FACULTY T&P COMMITTEE (FTPC)

- Chaired by the dean
- Includes:
  - At least 5 tenured faculty members, elected by the faculty
  - Voting member external to faculty, appointed by the provost
  - Non-voting advisor from University Tenure & Promotion Advisory Committee (UTPAC)
- Outcomes:
  - Votes and makes recommendation to the president
  - May opt to express significant reservations instead
  - Candidate is informed in writing, including basis for decision
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
- You are notified (contact AF&T asap)
- You are given a complete, redacted copy of your promotion file, including a written explanation of the nature of the reservations
- You can provide a written response and meet with committee
- You can withdraw your file and reapply in two years
THE PROMOTION PROCESS

UNIVERSITY TENURE AND PROMOTION COMMITTEE (UTPC)

- Advisory to the president on tenure files
- 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)
- Outcomes:
  - President is informed of recommendation
  - Candidate is not notified of recommendation (no opportunity to respond)
President considers the recommendation from FTPC and advice of UTPC.

The final decision is the president’s.

Outcomes:
- Decision is communicated to you in writing
  - If positive: congratulations!
    - Forwarded for formal approval by the Board of Governors
  - If negative: contact AF&T, appeal, or wait and reapply after two years
MAP OUT YOUR TIMELINE

▸ Put it in your calendar: talk to your chair
▸ Plan your sabbatical(s)

▸ (See more items on the full checklist)
EXPECTATIONS & ASSESSMENT
SCHOLARSHIP

▸ Publications in peer reviewed journals
   ▸ Originality, quality and impact
   ▸ Quality of venue
   ▸ International and national presence

▸ For some disciplines:
   ▸ Well reviewed books by reputable publishers
   ▸ Peer reviewed, high quality conference proceedings
   ▸ Grants (especially Tri-agency grants)

▸ Know the norms.
   ▸ Talk to/look at recently promoted faculty (last 3–4 years) in your department, comparable departments at other institutions

▸ Talk to your chair and colleagues: am I on track?
EXPECTATIONS & ASSESSMENT

TEACHING

▸ Undergraduate teaching
  ▸ Considerable weight on student perception surveys
    ▸ Ask your chair for department averages for your courses (for your own reference)
    ▸ Qualitative comments used sparingly
  ▸ Supplement with peer teaching evaluations

▸ Graduate supervision
  ▸ Number of grad students
    ▸ Their progress: published, graduated, placed
  ▸ Evaluated under research in some departments

▸ Evidence of conscientious effort to improve
  ▸ Centre for Teaching Excellence (CTE)'s courses & workshops
  ▸ Seeking mentorship from colleagues, chair
SERVICE

▸ Includes department, faculty, university, professional, and community

▸ Collegiality matters, but…
  ▸ Heavy service never overcomes deficiencies in research or teaching
**EXTERNAL REFEREES**

- Pool of candidates
  - You provide at least 3 names (5–6 is best)
  - DTPC normally suggests additional names
  - You see (and can challenge) the pool of potential referees
  - You won’t see the final list
  - Ideally 5 letters in the end
EXTERNAL REFEREE 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
- Some departments allow referees from outside of universities (e.g., government, private sector)
MORE ON REFEREES

▶ Challenges
  ▶ You can challenge based on bias or apprehension of bias
    ▶ Perceived conflict of interest
    ▶ Perceived unsuitability

▶ Contacting referees
  ▶ The dean contacts referees (no one else)
    ▶ Asks them to assess your work and compare it with others recently promoted at their institutions or those comparable to UW
YOUR PROMOTION CHECKLIST

CLARIFY EXPECTATIONS

▸ Put in your calendar to confirm with your chair and colleagues about the norms and requirements in your department
▸ Brainstorm potential referees (don’t contact them!)
YOUR PROMOTION PACKAGE
THE PROMOTION BRIEF

▸ Department chair (or sometimes candidate):
  ▶ Annual performance reviews
  ▶ Student course perception surveys

▸ Candidate (per Policy 77):
  ▶ Curriculum vitae
  ▶ Copies of relevant scholarly work
  ▶ Candidate's statement
  ▶ Any other relevant information you feel 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)
    - Those in progress, plus where former students are now
  - CTE programs and workshops attended
  - Student course perception scores
  - 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
YOUR PROMOTION PACKAGE

2. SCHOLARLY WORK

- What to include
  - Scholarship as broadly defined in policy 77
  - Your best work
    - Ideally in peer reviewed, high quality venues
    - Number based on dept/faculty norms (usually 3–5 papers)
  - Evidence of 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

- Write it for both specialists and non-specialists
- Research
  - Convey why your research is innovative and important
  - Demonstrate impact on practice and on subsequent research
  - Document delays in productivity
- Teaching
  - Convey your enthusiasm for teaching
  - Address any poor student course perception surveys, provide evidence of attempts to improve
- 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 noting:

- Scholarship
  - Contributions to multi-authored papers
  - Quality of publication venues
  - Citations

- Teaching
  - Course perceptions summary
  - Teaching dossier
  - Peer teaching evaluations
    - Your chair may arrange these; if not, ask to have one. CTE can help.
  - Student success stories (publications, jobs)
YOUR PROMOTION CHECKLIST

START ASSEMBLING YOUR PACKAGE

▸ Create a file to collect documentation
▸ Ask your chair about required templates or formatting
▸ Ask recently promoted colleagues in your department and faculty if they’d be willing to share their package
SOURCES OF SUPPORT

▸ Identify your sources of support
  ▸ Individuals/groups willing to talk about mid-career 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
FINDING SUPPORT

UNIVERSITY RESOURCES

- Centre for Teaching Excellence (CTE)

- UW Occupational Health
  - Workplace medical accommodations, sick leave
  - Karen Parkinson  kparkinson@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
  ▸ Mid-career workshop resources
YOUR PROMOTION CHECKLIST

IDENTIFY YOUR SUPPORTS

▸ Find any guiding documents on promotion 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.