

AF&T Workshop for Faculty Applying for Renewal of Probationary Contract, 2014

Peter van Beek
AF&T Chair, FAUW

Credits: Sally Gunz (AF&T Past Chair)

FAUW & AF&T

- Faculty Association of the University of Waterloo (FAUW)
 - official representative of all regular faculty
- Academic Freedom & Tenure Committee (AF&T)
 - committee of FAUW
 - assist you with *any* employment related problem
 - approximately 10–15 members representing all faculties
 - contacts:
 - Peter van Beek, vanbeek@uwaterloo.ca, x35344
 - Carrie Lyn Hunting, clhunting@uwaterloo.ca, x32352

Role of AF&T

- Provide assistance informally and formally
- Ensure you are fairly treated and in accordance with the provisions of policy
- All communications with AF&T are strictly confidential
- AF&T members help to the extent to which you want help

Role of AF&T

- Areas in which AF&T provides assistance to faculty include:
 - renewal of appointments
 - tenure and promotion applications
 - academic misconduct & research ethics concerns
 - annual evaluation concerns
 - discipline & letters of reprimand
 - governance
 - harassment
 - intellectual property
 - member-member disputes
 - sabbatical, medical, parental and other leaves
 - salary anomalies
 - accommodation—the legal duty to accommodate disabilities, where disabilities is in the broadest sense

Overview of probationary period

- Probationary period consists of:
 - 1st probationary term
 - duration of at least two years and ten months but less than three years and ten months
 - normally, start of 1st probationary term is your start date
 - if hired ABD, 1st probationary term shouldn't begin until after you have completed degree
 - 2nd probationary term
 - duration of three years
 - formal reappointment process before the end of the 1st term

Timeline of probationary period

1 st probationary term		2 nd probationary term		Apply for tenure	
start	end (June 30)	start (July 1)	end (June 30)	option 1	option 2
Jan 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Feb 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Mar 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Apr 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
May 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Jun 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Jul 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Aug 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Sep 1, 2010	2013	2013	2016	July 1, 2014	July 1, 2015
Oct 1, 2010	2014	2014	2017	July 1, 2015	July 1, 2016
Nov 1, 2010	2014	2014	2017	July 1, 2015	July 1, 2016
Dec 1, 2010	2014	2014	2017	July 1, 2015	July 1, 2016

Possible extensions to probationary period (and tenure clock)

- Pregnancy, adoption or parental leave
 - time to tenure decision extended by one year on request to Dean
- Serious illness or crisis/event in your life
 - seriously impacted ability to fulfil duties for a significant stretch of time
 - contact Linda Brogden, RN
 - timeliness in raising issues is always ideal
- Delays in obtaining access to necessary lab equipment
 - talk to your chair, your Dean, AF&T

Other issues impacting performance

- Faculty member may be entitled to have a disability accommodated in ways other than by extending probationary contract
 - adjustments to work conditions recommended by physician
 - entirely confidential process
 - Dean is advised of recommendation and this goes to Chair
 - Dean must agree to the recommendation
 - Dean and Chair not told underlying medical reason

Candidate's reappointment brief

- Candidate adds:
 1. Curriculum vitae
 2. Candidate's statement
- Department chair (or sometimes candidate) adds:
 - annual performance reviews and other written assessments
 - teaching evaluations and comparative information
 - usually references are not sought or required

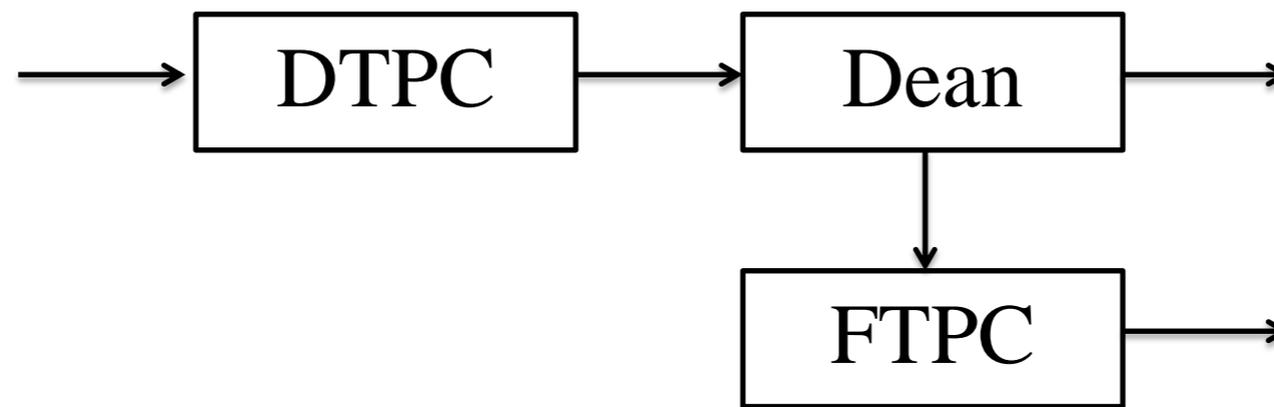
1. Curriculum vitae

- All the usual things, but consider adding...
 - scholarship
 - contributions to multi-authored papers
 - quality of publication venues
 - citations
 - delays in research
 - teaching
 - grad supervision, undergrad supervision: including in progress, plus where are they now?
 - CTE programs and workshops attended
 - course evaluation summary (compare against departmental average for each course)
- Pristine, no errors or typos
 - cv will be well studied

2. Candidate's statement (con't)

- Summary of contributions in scholarship, teaching, and service
 - usually 2–3 pages; e.g., 1 + 1 + 1/2
- Scholarship
 - convey why your research is interesting and important
 - consider quotes from referee reports
 - impact on practice, impact on subsequent research
 - address any productivity gaps, delays in research
 - address continuing productivity, what's in the pipeline
- Teaching
 - convey your enthusiasm for teaching
 - address any poor teaching evaluations, what you have done to correct it
 - never blame the students or claim, e.g., that it is because you have “high standards”
 - can be short, cv for extra detail
- Service

Reappointment decision process



- DTPC: Department Tenure and Promotion Committee
- FTPC: Faculty Tenure and Promotion Committee

Timeline of reappointment process (approximate)

- May 1
 - DTPC constituted
 - chaired by department Chair
- May, June
 - chair gives written notice of consideration for reappointment
 - at least 13 months before end of 1st probationary term
 - meet with chair to discuss process and material to be submitted
 - policy is silent on exact timing of meeting, materials to be submitted, and timing of decision
 - varies by department

Timeline of reappointment process (con't)

- July, August
 - DTPC meets, may consider your case
- October, November, possibly into December
 - DTPC meets regularly again
 - if haven't already done so, will now consider your case
- When DTPC has completed deliberations; i.e. voted:
 - Dean informed of recommendation

Timeline of reappointment process (con't)

- Dean makes decision and communicates to candidate
 - if Dean's decision is positive
 - congratulations
 - letter from Dean forms part of your tenure package
 - policy specifically states: *“The Dean and/or Chair shall write to candidates who are to be reappointed to summarize any concerns that may have been identified, and to provide advice on preparing for future tenure consideration.”*
 - if Dean's decision is negative (rare)
 - *immediately* contact AF&T committee
 - candidate may appeal to FTPC

Policy 76: Standards for reappointment

“For reappointment, the candidate is expected to present a record as a good teacher and evidence of scholarly or creative work as described in sections 2. and 3. of Policy 77. The DTPC shall assess whether the candidate is making **satisfactory progress towards tenure**, recognizing that at this stage it may be necessary to make judgments in some areas based on potential.”

Policy 77: Standards for tenure

“The expectations for the granting of tenure are: a record as a good teacher committed to academic and pedagogical excellence; a record of high-quality and peer-assessed scholarly or creative work (normally demonstrated by publication or presentation in suitable academic or artistic forums); and a record of professional, university or community service.”

“Particular attention will be paid to assessing the likelihood that candidates will continue their scholarly activities once tenure has been awarded.”

Policy 77: Standards for tenure (con't)

“The granting of tenure normally will require a record of **strong** performance in both scholarship and teaching, with satisfactory performance in service.”

“However, a candidate may also qualify for appointment as a tenured Associate Professor by virtue of **very strong** performance in scholarship or teaching with at least satisfactory performance in the other two areas.”

Standards for tenure: Scholarship

- Scholarship is broadly defined in Policy 77
- For most disciplines, what matters is publications in peer reviewed journals
 - originality, quality and impact matter
 - quality of venue often matters
- For some disciplines:
 - well reviewed books by reputable publishers
 - peer reviewed, high quality conference proceedings
 - grants (especially Tri-Agency grants)
- To estimate the bar, look at comparative information:
 - recently tenured at comparable departments at other institutions
 - recently tenured (last 3–4 years) in your department
 - talk to your chair: am I on track?

Standards for tenure: Teaching

- Undergraduate teaching is an important element
 - considerable weight is placed on student evaluations of teaching
 - supplement student evaluations with peer teaching evaluations
- Graduate supervision also important
 - in some departments, grad supervision may be evaluated under research
 - number of grad students
 - progress of grad students: published, graduated, placed
- To estimate the bar, look at departmental averages for your courses
 - but many new faculty have difficulties with undergrad teaching
 - red flags: declining teaching evaluations, student complaints
 - show evidence of conscientious effort to improve
 - show improvement
 - seek help: CTE, teaching courses & workshops, colleagues, chair

Standards for tenure: 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
 - if concerned about service (or teaching) loads talk to your chair

Guidance towards tenure: Formal assessments

- Annual performance reviews

- scale:

2.00	Outstanding
1.75	Excellent
1.50	Very Good
1.25	Good
1.00	Satisfactory
0.75	Needs Some Improvement
0.50	Needs Improvement
0.25	Needs Major Improvement
0.00	Unsatisfactory

- notes:

- “1.00 Satisfactory” does not mean satisfactory for Policy 77
 - departmental averages are usually around 1.50 in each category; ask your chair
 - harder to get higher numbers when pre-tenure

Guidance towards tenure: Formal assessments (con't)

- Annual performance reviews
 - interpreting the numbers (ask your Mentor, ask your chair):
 - example warning sign: 1.25, ..., 1.00, downward trend in research or teaching
 - anything below 1.00 a serious concern
 - talk to your chair/director: what are the concerns?
 - work out a plan to improve – show it to your chair
 - written comments
 - if you receive warnings or encouragement to focus more on some aspect, pay heed
 - form part of your tenure and promotion brief
 - if you consider the evaluations to be unfair, you may ask your chair and dean to reconsider both the numbers and the words
 - teaching number quite predictive of evaluation at tenure time
 - research number less predictive of evaluation at tenure time

Guidance towards tenure: Formal assessments (con't)

- Dean's probationary reappointment letter
 - provides an assessment of your progress to tenure
 - read this carefully and get clarification if needed
 - any suggestions for improvement should be acted upon
 - usually added by Chair to your tenure and promotion brief

How I adjusted

- Developed a supportive community
 - job can be isolating and discouraging at times
 - find other new or recently hired faculty
 - want a group that is always willing to talk about pre-tenure concerns
- Found a mentor
 - senior person with wide experience and successful, has credibility in the department, and who wants you to succeed
 - advice on all aspects of the job: teaching, research, and service

More tips & advice (I)

- Discover discipline and departmental norms
 - balance between teaching, research, service as your career progresses
 - role of books, journal papers, conference papers, level of productivity, rankings of journals and conferences
 - research independence from supervisor, importance of Tri-Agency grants, comparison group for tenure evaluation
 - UW impact on teaching (class size, level of difficulty, coop)
 - importance of student evaluations, classroom incivilities, standards, organization

More tips & advice (II)

- Make use of available resources
 - CTE for help with teaching
 - Counseling services for workshops
 - procrastination, stress reduction
 - WatPort — New Faculty Recruitment & Support
 - advice and help on community, campus, teaching, research, success, housing
 - new faculty sabbatical at 3 year mark
- Understand the policies that affect you
 - Policy 76 — Faculty Appointments
 - Policy 77 — Tenure and Promotion of Faculty Members
 - Memorandum of agreement, article 13.5, annual performance reviews
 - Annual performance review guidelines (faculty or department)
- Time management
 - Google: time management for academics
 - *Advice for new faculty members*, Robert Boice
 - *Getting things done*, David Allen

Additional resources

- Mentor, Chair, Colleagues
- AF&T web pages at FAUW website
 - Google “FAUW”
 - “resources to assist you” on sidebar on right-hand-side of AF&T page
 - materials for probationary faculty, all available with commentary
 - policy 3 — sabbatical and other leaves for faculty members
 - policy 76 — faculty appointments
 - policy 77 — tenure and promotion of faculty members
 - memorandum of agreement, article 13.5, annual performance reviews
- AF&T committee
 - there to provide assistance when and if it is needed