FACULTY RECENTLY HIRED TO THEIR FIRST PROBATIONARY TERM

Peter van Beek
AF&T Committee member, FAUW

Credits: Sally Gunz (AF&T Past Chair)
2017
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
  • assists with *any* employment related problem
  • approximately 10−15 members representing all faculties
  • contacts:
    • Christopher Small, cgsmall@uwaterloo.ca, x35541
    • Katie Damphouse, mcdampho@uwaterloo.ca, x32352
THE ROLE OF AF&T

- Provide assistance informally and formally
- Ensure fair treatment in accordance with policy

- All communications with AF&T are strictly confidential.
- AF&T members help to the extent to which you want help.
Areas in which AF&T provides assistance 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
PROBATIONARY PERIOD

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

The formal reappointment process takes place before the end of the 1st term.
GOVERNED BY
POLICIES & RULES

Policy 3 – sabbatical and other leaves for faculty members
Policy 14 – pregnancy and parental leaves (including adoption)
Policy 76 – faculty appointments
Policy 77 – tenure and promotion of faculty members

Memorandum of Agreement, article 13.5
• Annual performance reviews and guidelines
• Faculty-level guidelines
• Department Addendum to these guidelines
<table>
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<tr>
<th>1&lt;sup&gt;st&lt;/sup&gt; probationary term</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; probationary term</th>
<th>Apply for tenure</th>
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EXTENSIONS
TO PROBATIONARY PERIOD & 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, in Occupational Health
• timeliness in raising issues is always ideal

Delays in obtaining access to necessary lab equipment

• talk to your chair, your Dean, AF&T
DISABILITY ACCOMMODATION

- Accommodation may entail extending probationary contract
- Disability impact on performance and annual performance review

Confidential process:
- Contact Occupational Health and/or AF&T
- Adjustments to work conditions recommended by supporting professional (i.e. physician) documentation
- Occupational Health facilitates discussion on accommodation recommendations with Chair and/or Dean
- Dean and Chair not told underlying medical reason
REAPPOINTMENT DECISION PROCESS

DTPC = Department Tenure and Promotion Committee
FTPC = Faculty Tenure and Promotion Committee
TENURE AND PROMOTION DECISION PROCESS

DTPC = Department Tenure and Promotion Committee
FTPC = Faculty Tenure and Promotion Committee
UTPC = University Tenure and Promotion Committee
KEY PEOPLE

DEAN

• heads the faculty and likes to promote the success of its members
• allocates resources
• approves annual performance evaluation
• chairs FTPC (tenure and promotion)
• deans come and go, so document any agreements or understandings
KEY PEOPLE

CHAIR

• assigns service and teaching loads
• allocates resources
• signs your annual performance evaluation
• chairs DTPC (reappointment; tenure and promotion)
• is on your side
• chairs come and go, so document any agreements or understandings
KEY PEOPLE
STUDENTS, STAFF, FACULTY

• possible evaluators
  • student evaluation of teaching
  • performance review committees and DTPC
• possible collaborators
• sources of advice, mentorship
• build relationships; have a presence in department
“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.”
STANDARDS FOR TENURE

POLICY 77

“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.”
“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

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?
Undergraduate teaching is important
  • considerable weight is placed on student evaluations of teaching
  • supplement student evaluations with peer teaching evaluations

Graduate supervision also important
  • in some departments, may be evaluated under research
  • number of grad students
  • progress of grad students: published, graduated, placed

To estimate the bar, look at dept. averages for your courses
  • but many new faculty have difficulties with undergrad teaching

Show evidence of conscientious effort to improve
  • seek help: CTE, teaching courses & workshops, colleagues, chair
STANDARDS FOR TENDURE

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
GOALS DURING PROBATIONARY PERIOD

Demonstrate that you are:
• a strong teacher
  • both undergraduate and graduate
• a strong researcher
  • independent research program
• a good citizen and colleague
### FORMAL ASSESSMENTS

#### Annual performance review scale

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<th>Grade</th>
<th>Description</th>
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<tr>
<td>2.00</td>
<td>Outstanding</td>
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<tr>
<td>1.75</td>
<td>Excellent</td>
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<tr>
<td>1.50</td>
<td>Very Good</td>
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<td>1.25</td>
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<td>Needs Major Improvement</td>
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<td>0.00</td>
<td>Unsatisfactory</td>
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#### 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
FORMAL ASSESSMENTS

ANNUAL PERFORMANCE REVIEWS

Interpreting the numbers
  • ask your mentor and chair
  • example warning sign: 1.25, …, 1.00, downward trend
  • 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

APRs 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
REAPPOINTMENT LETTER

Your 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
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DECIDING WHEN TO APPLY

Can you go up for tenure early?
• i.e., before Option 1 or option 2
• not recommended; exceptional circumstances only
• extensive experience acquired prior to joining UW
• needs approval of DTPC and Dean

Option 1 or option 2? Consider whether you have:
• taken pre-tenure sabbatical leave
• addressed any concerns (annual reviews, reappointment letter)
• established your research program
• met department norms for ugrad teaching and grad supervision
• discussed it with your mentor
• discussed it with your chair

Recommendation: Maximize your tenure clock
HOW TO ADJUST

Develop a supportive community
  • job can be isolating and discouraging at times
  • find other new or recently hired faculty
  • a group that is always willing to talk about pre-tenure concerns

Find 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

Discover discipline and departmental norms

• balance between teaching, research, service as 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

Make use of available resources

• Your mentor, chair, colleagues
• CTE for help with teaching
• Counseling services for workshops: procrastination, stress reduction, etc
• Human Resources: Support for New Employees
  • advice and help on community, campus, teaching, research, success, housing
• New faculty sabbatical at 3-year mark

Learn time management skills

• Google: “time management for academics”
• Advice for New Faculty Members, Robert Boice
• Getting Things Done, David Allen
MORE TIPS & ADVICE

Seek help and advice when needed
- concerns about any of your formal assessments
- personal difficulties (illness or crisis/event)
- teaching requests that exceed departmental norms (e.g., new preps)
- concerns with teaching assignments including graduate assignments
- excessive service requests
- delays in obtaining access to necessary lab equipment
HOW FAUW CAN HELP

AF&T Committee

- resources on FAUW website & blog
  - uwaterloo.ca/fauw
- there to provide assistance when and if it is needed
- help interpret 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)