

AF&T Workshop for New Hires, 2014

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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

Governed by policies and 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
- Faculty performance evaluation guidelines
 - each faculty has such a document
 - sometimes an appendix added by an individual department

Timeline

1st probationary term		2nd 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

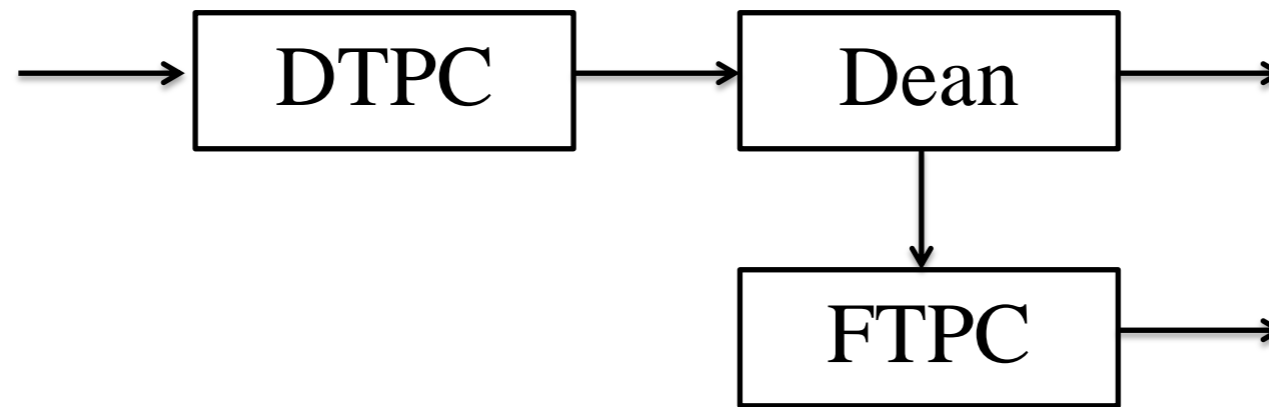
Possible extensions to probationary period (and tenure clock)

- 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

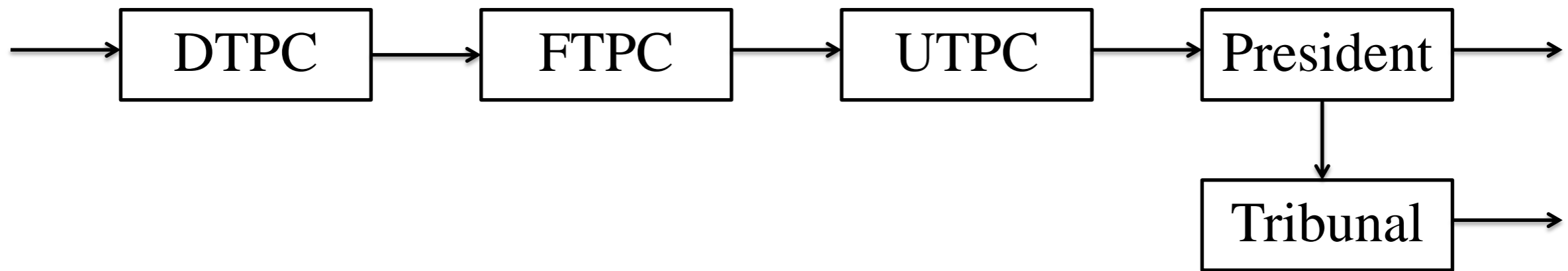
- Faculty member may be entitled to have a disability accommodated in ways other than by extending probationary contract
 - adjustments to work conditions recommended by physician
 - entirely confidential process
 - Dean is advised of recommendation and this goes to Chair
 - Dean must agree to the recommendation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

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

Some 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

Some key people (con't)

- 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

Some key people (con't)

- Students, staff, faculty
 - possible evaluators
 - student evaluation of teaching
 - performance review committees and DTTC
 - possible collaborators
 - sources of advice, mentorship
 - build relationships; have a presence in department

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, as standards may be rising) in your department
 - but realize that you aren't seeing the referee letters
 - 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

Goals during probationary period

- Demonstrate that you are a strong teacher
 - both undergraduate and graduate
- Demonstrate that you are a strong researcher
 - independent research program
- Demonstrate that you are a good citizen and colleague

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

When to apply for tenure

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Considerations in 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?
 - Have you taken pre-tenure sabbatical leave?
 - Have you addressed any concerns (annual reviews, reappointment letter)?
 - Is your research program established?
 - Have you met department norms for ugrad teaching and grad supervision?
 - Have you discussed it with your mentor?
 - Have you discussed it with your chair?

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; CTE Mentoring Program
 - 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

More tips & advice (III)

- 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

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