

FEBRUARY 2023



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# APPLYING FOR PROMOTION

# MEETING INSTRUCTIONS

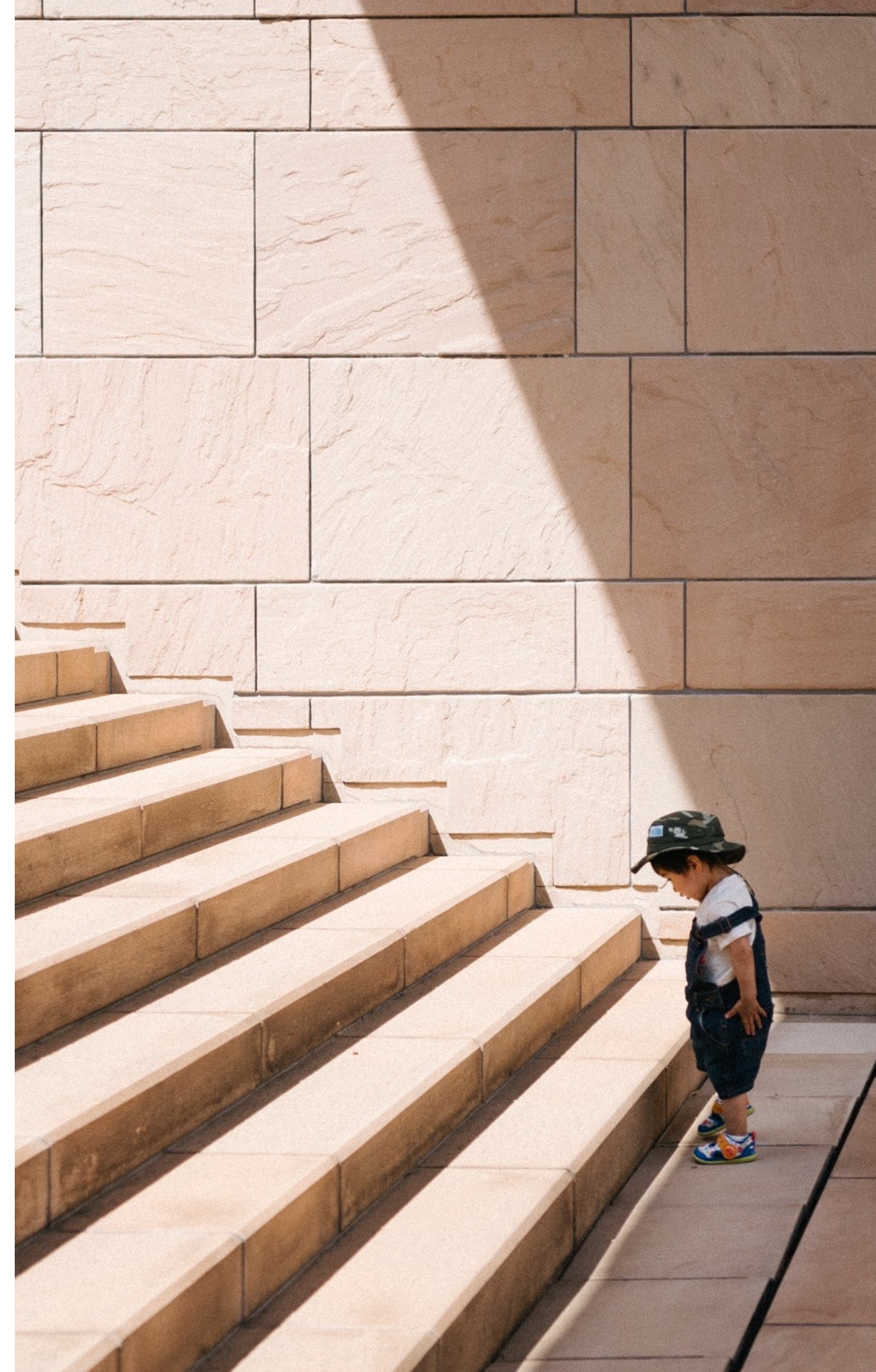
Please keep microphones and cameras off until called upon.



**Ask your questions in the chat at any time.**  
If we don't get to them today, we'll follow up later.  
*This session will be recorded, aside from the Q&A.*

# 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](http://uwaterloo.ca/fauw/help)
- ▶ Contacts
  - ▶ Katie Damphouse (staff) [mcdampho@uwaterloo.ca](mailto:mcdampho@uwaterloo.ca)
  - ▶ Roydon Fraser (faculty) [rafraser@uwaterloo.ca](mailto:rafraser@uwaterloo.ca)
  - ▶ Vershawn (Vay) Young (chair) [vershawn.young@uwaterloo.ca](mailto:vershawn.young@uwaterloo.ca)



# WHO YOU ARE

- ▶ Poll: When are you planning on going up for promotion?

# 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
  - ▶ Blog post: [The Full Promotion of Teaching](#)

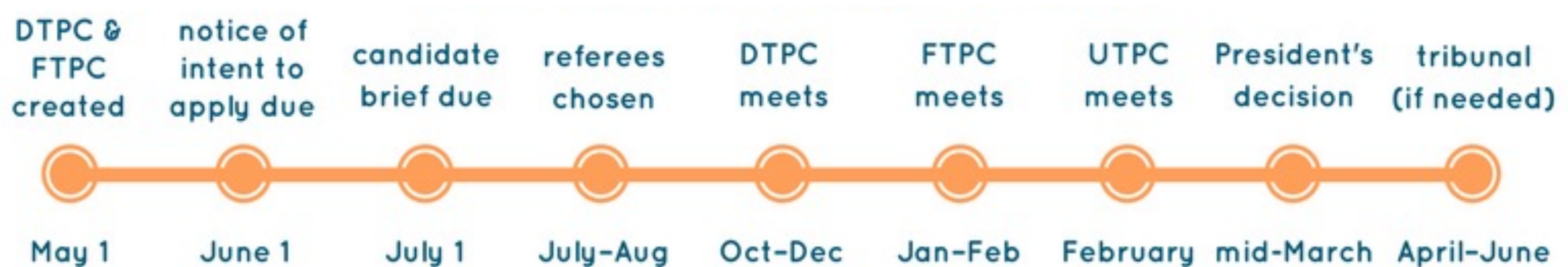


# THE PROMOTION PROCESS



# THE PROMOTION TIMELINE

- ▶ Approximate
- ▶ The same as tenure



# WHEN TO APPLY

- ▶ Time since tenure: minimum 5 years
- ▶ 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
  - ▶ Peak of your game
  - ▶ Committees can be tough

# 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



# 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

# 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
  - ▶ 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

# 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'S DECISION

- ▶ 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?

# 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

# 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 promotion brief

# 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)

# 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





# FINDING SUPPORT



# 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



# UNIVERSITY RESOURCES

- ▶ Centre for Teaching Excellence (CTE)
- ▶ UW Occupational Health
  - ▶ Workplace medical accommodations, sick leave
  - ▶ Karen Parkinson [kparkinson@uwaterloo.ca](mailto:kparkinson@uwaterloo.ca)
- ▶ Employee and Family Assistance Program (EFAP)
  - ▶ access to confidential, short-term, counselling services 1.800.663.1142  
[www.homeweb.ca](http://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](https://uwaterloo.ca/fauw/guide)
  - ▶ Blog: [fauw.blog](https://fauw.blog)
  - ▶ Mid-career workshop resources

# 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.



# QUESTIONS?