

FEBRUARY 2023

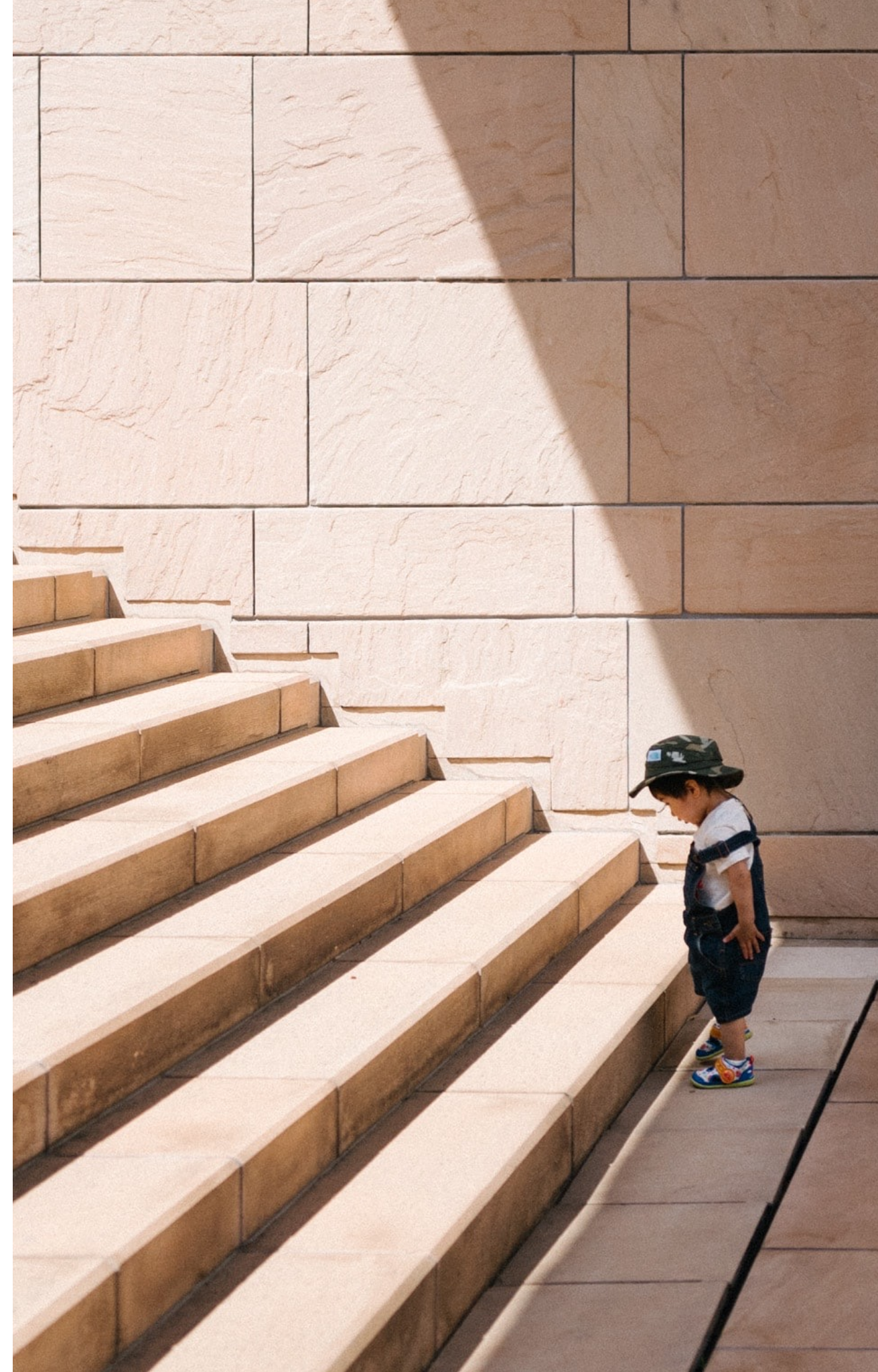


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# APPLYING FOR TENURE

# AGENDA

- ▶ Introductions
- ▶ The tenure process
- ▶ Expectations & assessment
- ▶ Your tenure 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)



# STANDARDS FOR TENURE

- ▶ Policy 77: Tenure and Promotion of Faculty Members
- ▶ Tenure is awarded based on a record of strong performance in scholarship and teaching
  - ▶ Highlight your impact and trajectory
  - ▶ Show that you are a good teacher
  - ▶ Show independent, high quality, peer-assessed scholarship
  - ▶ In exceptional cases, tenure is based on very strong performance in one of scholarship or teaching, with at least satisfactory performance in the other two areas.





# THE TENURE 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



# FACULTY TENURE & PROMOTION 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
- ▶ 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
  - ▶ 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
  - ▶ Contact AF&T to discuss your options

# UNIVERSITY TENURE AND PROMOTION COMMITTEE (UTPC)

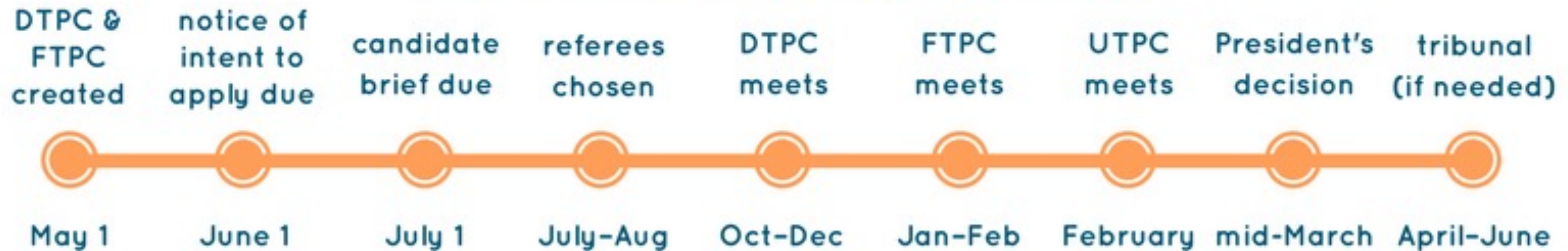
- ▶ Advisory to the president on tenure files
- ▶ Chaired by the Vice President Academic & Provost
- ▶ Includes:
  - ▶ Faculty deans
  - ▶ Associate Provost, Graduate Studies
  - ▶ Vice-President, University Research
  - ▶ Two non-voting student members (grad, undergrad)
- ▶ Outcomes:
  - ▶ President is informed of its advice
  - ▶ Candidate is not notified (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 about appealing.



## The tenure timeline (approximately)



# WHEN TO APPLY?

- ▶ **Two options:**
  - ▶ End of the first year of your second probationary period
  - ▶ End of the second year of your second probationary period
  - ▶ *Applying the first time is not early; applying the second time is not late.*
- ▶ **Consider:**
  - ▶ Pre-tenure sabbatical leave
  - ▶ Probationary reappointment letter: address any concerns
  - ▶ Annual performance reviews: scores and narratives
  - ▶ Discussion with your chair
  - ▶ Advice from trusted colleagues

# EXTENSIONS

- ▶ **Pregnancy, adoption, parental leave**
  - ▶ One year extension for any pregnancy leave
  - ▶ Two years for combined pregnancy/parental leave of 68+ weeks
  - ▶ One year for any non-birth-parent parental leave of 16+ weeks
  - ▶ Granted upon notification to the Dean (see Policy 14)
- ▶ **Serious illness or crisis**
  - ▶ If it impacts ability to fulfil duties for a marked period
  - ▶ Explore possibility of extension (not explicitly stated in policy)
  - ▶ Contact AF&T and/or Occupational Health



# ACCOMMODATIONS

- ▶ Adjustments to working conditions due to long- or short-term disability and/or illness
- ▶ Consider addressing the impact of these circumstances on your annual reviews and your performance/output
  - ▶ E.g., tenure clock extension, special consideration
- ▶ Requires medical/professional documentation to verify and identify symptoms, not information about your diagnosis
- ▶ First step: contact AF&T and/or Occupational Health
  - ▶ Occupational Health, Karen Parkinson [kparkinson@uwaterloo.ca](mailto:kparkinson@uwaterloo.ca)
  - ▶ Requests for accommodations negotiated at decanal level

# MAP OUT YOUR TIMELINE

- ▶ Put in your calendar talk to your chair by the start of your 4th year (1st year of your second probationary term).
- ▶ Consider any extensions you might need.
- ▶ Plan when to take your pre-tenure sabbatical.
  - ▶ Typically, year 4
- ▶ (See more items in the checklist)



# EXPECTATIONS & ASSESSMENT



# SCHOLARSHIP

- ▶ Publications in peer reviewed journals
  - ▶ Originality, quality and impact
  - ▶ Quality of venue
- ▶ 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 recently tenured faculty (last 3–4 years) in your department, comparable departments at other institutions
- ▶ Talk to your chair: am I on track?

# TEACHING

- ▶ Undergraduate teaching
  - ▶ Considerable weight on student perception surveys
    - ▶ Consider reviewing department averages for your courses, especially for your own reference
    - ▶ Caution using qualitative comments, unless supported by student outcome i.e. award, job
  - ▶ 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, if possible from colleagues, chair

# SERVICE

- ▶ Internal service
  - ▶ E.g., committee membership at all levels, administrative appointments, student advising
- ▶ External service
  - ▶ 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

# NORMS

- ▶ Your discipline and department will have **unique norms** around:
  - ▶ The balance between teaching, research, service
  - ▶ The role of books, journal papers, conference papers, level of productivity, rankings of journals and conferences
  - ▶ Research independence from supervisor
  - ▶ The importance of Tri-agency grants
  - ▶ Course considerations: class size, level of difficulty, student perceptions



# 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 of those contacted
  - ▶ 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
- ▶ In exceptional circumstances, some departments may allow referees from outside of universities (e.g., government, private sector)

# MORE ON EXTERNAL REFEREES

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

# CLARIFY EXPECTATIONS

- ▶ Put in your calendar to ask your chair and colleagues about norms and requirements in your department
- ▶ Brainstorm potential referees (don't contact them!)
- ▶ Brainstorm peer teaching evaluators





# YOUR TENURE PACKAGE

# THE TENURE BRIEF

- ▶ Department chair (or sometimes candidate):
  - ▶ Annual performance reviews
  - ▶ Probationary reappointment letter
  - ▶ Student course perception surveys
- ▶ Candidate (per [Policy 77](#)):
  - ▶ Curriculum vitae
  - ▶ Copies of relevant scholarly work
  - ▶ Candidate's statement
  - ▶ Any other relevant information the candidate feels 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

- ▶ **Can be updated during the process**

- ▶ If you get good news, bring it to the committee

# 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 establishing 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

- ▶ Summary of contributions in scholarship, teaching, and service
- ▶ Will be read by specialists and non-specialists
- ▶ **Teaching**
  - ▶ Convey your enthusiasm for teaching
  - ▶ Address any poor student surveys, provide evidence of attempts to improve
  - ▶ Never blame students or claim (for example) it is because you have “high standards”
- ▶ **Service**
  - ▶ 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:
- ▶ **Scholarship**
  - ▶ Contributions to multi-authored papers
  - ▶ Quality of publication venues
  - ▶ Citations
- ▶ **Teaching**
  - ▶ Course perceptions summary and departmental comparisons
  - ▶ Teaching dossier
  - ▶ Peer teaching evaluations
    - ▶ Your chair may arrange these; if not, ask to have one
- ▶ Evidence based student success stories (publications, jobs)

# EXAMPLE REQUIREMENTS

	Engineering	Science	Arts
CV	Free form, but suggestions for inclusion	Free form	Required format
Scholarship	3-5 papers	Exactly 5 papers	3-4 papers of your best work, more if you wish
Candidate's statement	Research, teaching, service in a max of 5 pages.  No additional template.	Research, teaching, service in 3-5 pages.  Template includes tables for annual reviews, paper counts, funding, student surveys.	Research, teaching, service in 3 pages: 2 + 1/2 + 1/2 .  No additional template.

# START ASSEMBLING YOUR PACKAGE

- ▶ Create a file to collect documentation
- ▶ Ask your chair about required templates or formatting
- ▶ Ask recently tenured colleagues in your department and faculty if they'd be willing to share their tenure package





# FINDING SUPPORT



# SOURCES OF SUPPORT

- ▶ Identify your sources of support
  - ▶ Individuals/groups willing to talk about pre-tenure 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)
- ▶ 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)

# IDENTIFY YOUR SUPPORTS

- ▶ Find any guiding documents on tenure 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.