APPLYING FOR REAPPOINTMENT OR TENURE

JANUARY 2024
AGENDA

- Introductions
- The processes
- Expectations & assessment
- Your documents
- 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

▸ Contacts
  ▸ Lori Curtis (Chair, faculty) – ljcurtis@uwaterloo.ca
  ▸ Staff (in the process of hiring)
EXPECTATIONS (BRIEFLY)
EXPECTATIONS

PROBATIONARY PERIOD

- Show your potential
  - Satisfactory progress towards tenure
  - Likelihood that scholarly work continues after tenure
  - Committees need to be able to judge your POTENTIAL to succeed

- Highlight your potential and passion

- Policy 76: Reappointment process
- See also Policy 77: Tenure and Promotion of Faculty Members
STANDARDS FOR TENURE

- Policy 77: Tenure and Promotion of Faculty Members

- Highlight your impact and trajectory

- Record of strong performance in scholarship and teaching
  - good teacher (**or working hard to be a good teacher)
  - independent, high quality, peer-assessed scholarship

- In exceptional cases, based on very strong performance in scholarship or teaching with at least satisfactory performance in the other two areas.
THE PROCESSES
THE REAPPOINTMENT PROCESS

1ST PROBATIONARY TERM

▸ At least two years and ten months
▸ Less than three years and ten months
▸ If hired ABD, starts after degree completion

▸ Formal reappointment process happens before the end of your 1st term
▸ Contract for second probationary term needs to be signed before last day of first probationary contract...
Tenure Process ➔ Reappointment process is a subset

No referees in Reappointment process

Ends with DTPC recommendation to the dean ➔ dean decides (unless there is a negative decision)
DEPARTMENT TENURE AND PROMOTION COMMITTEE (DTPC)

- Chaired by the department chair/director

- 4–6 tenured faculty members elected by department

- Dean may appoint a non-voting advisor to the DTPC

- Should be a majority full professors and ‘include both men and women’.

- DTPC provides letter to FTPC with recommendation in tenure cases and to dean in reappointment cases.
  - Candidate is notified of recommendation (reservations possible – discussed in a few slides).
FACULTY TENURE & PROMOTION COMMITTEE (FTPC)

▸ Chaired by the dean

▸ At least 5 tenured faculty members, elected by the Faculty

▸ voting member external to Faculty, appointed by Provost

▸ non-voting advisor from UTPAC

▸ FTPC provides letter to UTPC with recommendation (reservations possible – discussed in a few slides).
UNIVERSITY TENURE AND PROMOTION COMMITTEE (UTPC)

- 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)
- Candidate is not notified of decision
  - No opportunity to respond
- President is informed of recommendation
- President’s decision is communicated to candidate
  - If positive: congratulations! (Decision sent to BOG for final approval).
  - If negative: contact AF&T, may appeal
The Reappointment Process

1. Chair gives written notice of consideration for reappointment
   - May or June, 13 months before end of 1st term
   - Meet to discuss process/materials; document everything

2. Department Tenure & Promotion Committee (DTPC) makes a recommendation to the dean
   - Candidate is informed of decision (with reasons if negative)
   - October–December decision for the following July (normally)

3. Dean makes official decision upon receipt of DTPC recommendation
   - Candidate is informed of decision (with reasons if negative)
   - Should receive a reappointment letter ➔ very important as it will guide you in your second probationary contract to move to tenure
   - This letter is often used as evidence in Tenure cases
   - If negative, contact AF&T
   - Can appeal to Faculty Tenure & Promotion Committee (FTPC)
WHEN TO APPLY?

- Two options:
  - Normally apply so the decision is made by the end of the second year of your second probationary period
  - May postpone to apply so the decision is made by the end of the third year of your second probationary period
  - Applying the first time is not early; applying the second time is not late
  - Service beyond 2\textsuperscript{nd} probationary contract only if tenure is granted

- 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
The Tenure Clock

**Option A:**
- Notify chair by June 1, 2024 to apply in your fifth year. Package due July 1.
- July 1, 2023: Start of your second probationary term/year four

**Option B:**
- Notify chair by June 1, 2025 to apply in your sixth year. Package due July 1.
- July 1, 2024: Start of your year five
- June 2022: Talk to your chair about reappointment
- Spring 2025: Decision

**July 1, 2020:**
- Start of your first probationary term

**July 1, 2021:**
- Start of your second year

**July 1, 2022:**
- Start of your third year

**July 1, 2023:**
- Start of your second probationary term/year four

**July 1, 2024:**
- Start of your year five

**July 1, 2025:**
- Start of year six

You can find this on the FAUW Website -
THE TENURE PROCESS

EXTENSIONS

- COVID-19 considerations (anyone hired before July 1, 2021)**
  - Optional one-year extension on request to your dean
  - Can decide up until original tenure application date
  - In addition to other extensions (e.g. parental, medical leave)
- Pregnancy, adoption, parental leave
  - One-year extension on request to your dean
- Serious illness or crisis
  - Impacts ability to fulfil duties for a marked period
  - Contact AF&T and/or Occupational Health
ACCOMMODATIONS

- Adjustments to your working conditions due to long- or short-term disability, illness
- Can address impact on performance and annual review
- First step: contact AF&T and/or Occupational Health
  - Occupational Health, Karen Parkinson kparkinson@uwaterloo.ca
- Medical/professional documentation required, not diagnosis
- Information or discussion should go through your dean
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
- candidate is notified (contact AF&T asap)
- candidate is given complete, redacted copy of promotion file, including written explanation of nature of reservations
- candidate can provide written response and meet with committee
- can withdraw file (some faculty prefer this to a tenure denial)
- **can reapply in 2 years (if within contract timeframe => if applied early)**
YOUR REAPPOINTMENT CHECKLIST

MAP OUT YOUR TIMELINE

▸ Put your 13-month mark in your calendar.
▸ Consider any extensions or accommodations you might need.
▸ Plan when you might take your pre-tenure sabbatical.
  ▸ Don’t skip it!
  ▸ Identify when you should arrange a meeting with your chair to discuss timing.

▸ Download the checklist from FAUW website
YOUR TENURE CHECKLIST

MAP OUT YOUR TIMELINE

▸ Put in your calendar talk to your chair by the start of your 5th year.
▸ Consider any extensions you might need.
▸ Plan when to take your pre-tenure sabbatical.
  ▸ Don’t skip it!

▸ Download the checklist from FAUW website
EXPECTATIONS & ASSESSMENT
YOUR GOALS DURING PROBATION

Demonstrate that you are:

- a strong researcher (publications or pipeline)
  - independent research program
- a strong teacher (or working towards it)
  - both undergraduate and graduate
  - worked on improving (if need be (CTE, colleagues)
- a good citizen and colleague
- addressed(ing) any issues identified in APRs
- Working towards the expectations for tenure...
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:
  - recently tenured in comparable departments at other institutions
  - recently tenured (last 3–4 years) in your department
- Talk to your chair: am I on track?
- Addressed any issues in reappointment letter
TEACHING

- Undergraduate teaching
  - considerable weight on student perception surveys (although policy says cannot be the only metric \(\rightarrow\) up to faculty member to provide evidence)
  - many departments/faculties want peer reviews
  - supplement with peer teaching evaluations

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

- Evidence of conscientious effort to improve
  - Centre for Teaching Excellence (CTE)'s teaching courses & workshops, colleagues, chair
  - Addressed any issues in reappointment letter

Know the Norms
- Department averages for your courses
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

▸ Addressed any issues in reappointment letter
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
  - Importance of Tri-Agency grants
  - Course considerations: class size, level of difficulty, student perceptions
  - Talk to department Chair and colleagues
  - Departmental addenda should be reviewed
REFEREES

- Critically important
- Pool of candidates
  - Candidate provides names of at least 3 external referees
    - more is better: 5 – 6 names
  - DTPC normally suggests additional reviewer names
  - Pool of potential referees is shown to candidate
  - Ideally 5 letters in the end
- 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
REFEREES

▸ Contacting referees
  ▸ dean contacts referees (no one else should approach referees)
    ▸ asks them to assess candidate’s work and compare it with others recently promoted at their institutions or those comparable to UW

▸ Challenges
  ▸ bias or apprehension of bias
    ▸ perceived conflict of interest
    ▸ perceived unsuitability
YOUR TENURE CHECKLIST

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
- BEST TO HAVE ARMSLENGTH REVIEWER (appointed by Chair)
CANDIDATE BRIEF REAPPOINTMENT
THE REAPPOINTMENT BRIEF

- Candidate contributes:
  - Curriculum vitae
  - Candidate's statement

- Department chair (or sometimes candidate) adds:
  - Annual performance reviews, other written assessments
  - Teaching evaluations and comparative information
  - References not usually required

- Ask your chair about format and templates
YOUR CV: DON’T SKIP THESE

▸ Scholarship
  ▸ Contributions to multi-authored papers (may be easier in statement)
  ▸ Quality of publication venues (may be easier in statement)
  ▸ Citations

▸ Teaching
  ▸ Student supervision (undergrad, grad)
    ▸ in progress, plus where former students are now
  ▸ CTE programs and workshops attended
  ▸ Maybe: course perceptions summary (compare against departmental average for each course)
Summary of contributions in scholarship, teaching, and service

Scholarship
- Convey why your research is interesting and important
- Show impact on practice, subsequent research
- Address any productivity gaps, delays in research
- Address continuing productivity, what’s in the pipeline, show trajectory
- Contributions to multi-authored papers (if not included in CV)
- Quality of publication venues (if not included in CV)
CANDIDATE’S STATEMENT 2

- Teaching
  - Convey your enthusiasm for teaching
  - Address any poor teaching evaluations, provide evidence of attempts to improve
    - Never blame the students or claim (for example) that it is because you have “high standards”

- Service
  - Demonstrate how you are a good colleague
  - Document how you contribute to your department, to the campus, and possibly to the larger community
YOUR REAPPOINTMENT CHECKLIST

GET REAPPOINTMENT BRIEF DETAILS

▸ Talk to your chair about the required formatting or templates for your reappointment brief

▸ Create a file to collect notes about your teaching, research, and service contributions and supporting documentation

▸ Ask colleagues for advise/help with brief
YOUR TENURE PACKAGE
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):
  1. Curriculum vitae
  2. Copies of relevant scholarly work
  3. Candidate's statement
  4. 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)
    - in progress, plus where former students are now
  - CTE programs and workshops attended
  - Student course perception scores (compare with dept average for each course)
  - 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 tenure brief
2. SCHOLARLY WORK

▸ Quantity included depends on departmental and faculty norms
  ▸ Usually 3–5 papers

▸ What to include
  ▸ Scholarship is broadly defined in Policy 77
  ▸ Your best work
    ▸ ideally in peer reviewed, high-quality venues
  ▸ 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 course perception surveys, provide evidence of attempts to improve
  - Never blame the students or claim (for example) that it is because you have “high standards”

- 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:

▷ Scholarship
  ▸ contributions to multi-authored papers
  ▸ quality of publication venues
  ▸ citations

▷ Teaching
  ▸ course evaluation summary and comparison numbers
  ▸ teaching dossier
  ▸ peer teaching evaluations
    ▸ your chair may arrange these; if not, ask to have one
## Example Requirements

<table>
<thead>
<tr>
<th></th>
<th>Engineering</th>
<th>Science</th>
<th>Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>CV</td>
<td>Free form, but suggestions for inclusion</td>
<td>Free form</td>
<td>Required format</td>
</tr>
<tr>
<td>Scholarship</td>
<td>3-5 papers</td>
<td>Exactly 5 papers</td>
<td>3-4 papers of your best work, but may send more if you wish</td>
</tr>
<tr>
<td>Candidate’s statement</td>
<td>Research, teaching, service in a max of 5 pages.</td>
<td>Research, teaching, service in 3-5 pages.</td>
<td>Research, teaching, service in 3 pages: 2 + ½ + ½. No additional template.</td>
</tr>
<tr>
<td></td>
<td>No additional template.</td>
<td>Template includes tables for annual performance reviews, papers counts, funding, student evaluations.</td>
<td></td>
</tr>
</tbody>
</table>

Can vary by department and can change – make sure you check with your chair
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 and/or review your 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
FINDING SUPPORT

UNIVERSITY RESOURCES

- Centre for Teaching Excellence (CTE)
- Mental health support for faculty | Faculty Association (uwaterloo.ca)
- Employee and Family Assistance Program (EFAP)
  - access to confidential, short-term, counselling services
    1.800.663.1142 www.homeweb.ca
FINDING SUPPORT

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
  ▸ Blog: fauw.blog
YOUR TENURE CHECKLIST

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.
QUESTIONS?
THANKS FOR COMING!

Chair, Lori Curtis, ljcurtis@uwaterloo.ca