GUIDELINES AND PROCEDURES FOR TENURE AND PROMOTION
UNIVERSITY OF SOUTH FLORIDA SARASOTA-MANATEE (USFSM)

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This document presents guidelines for the tenure and promotion process in a manner consistent with the Board of Governors (BOG) and USF system’s Board of Trustees (BOT) regulations and the United Faculty of Florida (UFF) Collective Bargaining Agreement. Specific criteria for tenure and promotion must be developed by individual colleges and academic units.

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I. TENURE

In order for the University to perform its functions effectively, it is essential that faculty members feel free to express new ideas and divergent viewpoints in their teaching and research. In the process of teaching and research, there must be freedom to question and challenge accepted "truths." A university must create an atmosphere that encourages faculty members to develop and share different ideas and divergent views and to make inquiries unbounded by present norms. Tenure contributes significantly to the creation of such an atmosphere.

A. USF SYSTEM BOARD OF TRUSTEES' REGULATION

Article IX, Section 7, of the Florida Constitution gives authority to the Florida Board of Governors (BOG) to establish powers and duties of boards of trustees within the Florida State University System. BOG Regulation 5.940 grants the USF system Board of Trustees (BOT) the authority to award faculty tenure, upon the recommendation of the USF system President. When awarding faculty tenure, the USF system’s BOT follows Regulation 10.105. See website for details:


Faculty tenure shall be administered consistent with the following summary provisions:

(a) The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

(b) Tenure is awarded upon demonstration of highly competent performance. Tenure criteria shall address the areas of teaching; research and other scholarly activities; and service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. These criteria shall take into account the mission and needs of the institution and shall place appropriate emphasis upon teaching and teaching-related scholarship. In this regard, the institution shall ensure that teaching is evaluated broadly, including assessments by peers and students, and that teaching performance is prominently considered in the award of tenure.

(c) Tenure shall be held as ranked faculty in an academic department/unit and shall not extend to administrative appointments.

B. UNIVERSITY CRITERIA

Proceeding from the framework of USF system’s BOT Regulation 10.105, the University of South Florida's University-wide guidelines on tenure and promotion state:

The University has established minimum criteria for tenure and promotion as follows. Tenure and
promotion, there must be evidence of strong performance in both teaching and scholarship and outstanding achievement in at least one of these areas.

In addition, faculty members at USFSM must demonstrate a strong performance in service, because public, professional, departmental, and university service represents significant contributions to our academic mission. The academic units of the University may further refine these criteria according to the standards of the respective disciplines.

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1. Evaluation for Tenure. Evaluation for tenure involves three components: teaching (including advising) or comparable activity appropriate to the unit; research/creative work; and service to the University, profession, and the community. In addition, collegiality and participation as a citizen of the University are an integral part of faculty performance. Because the decision projects lifetime performance from the first few years of a faculty member's career, tenure must be awarded only as a result of careful assessment over a period of time sufficient to judge the faculty member's documented accomplishments, ability, and probable future productivity. A judgment must be made that the faculty member's record represents a pattern indicative of a lifetime of continued accomplishment and productivity. The probationary period stipulated by the USF-UFF Collective Bargaining Agreement will be utilized.

a. Teaching. The first step in the tenure decision process is an evaluation of effectiveness in teaching (or comparable activity appropriate for the academic unit). A record of effectiveness in teaching consistent with the University guidelines must be established. Unless a determination is made that the candidate is an effective teacher, whether at the academic unit or discipline level, tenure will not be granted. Thus, it is vital that substantial and diverse information concerning teaching effectiveness be available as part of the tenure application. Effective teaching requires a thorough knowledge of the subject, the ability to present material in a clear fashion, and the ability to work with, motivate, and serve as a positive role model for students. As with research/creative work, teaching is best judged by a peer review process, although it is essential that appropriate evaluative review by the academic unit and dean also be included. The peer review process may take many forms, for example: consideration of student evaluations of teaching; class visitations; examination of syllabi, course handouts, examinations and other course materials; examination of samples of student work, including abstracts of directed theses and dissertations; critiques of public lectures; and reviews of
teaching related books and articles. The teaching evaluation record must speak to the manner in which sought data have been examined.

b. Research/Creative Work. The purpose of research and creative activity at a university such as USFSM is to make a substantive contribution to the body of knowledge and understanding in one's discipline. For tenure to be granted, a faculty member must have established an original, coherent and meaningful program of research/creative activity, which is adding substantively to the body of knowledge within the discipline, and through which the faculty member is expected to make continuing contributions throughout his or her career. A short period of intensive research/creative activity in the years immediately preceding tenure consideration is not an acceptable substitute for a continuous and progressive record. The peer review process is the best means of judging significance and contribution of the candidate's research/creative work. Evaluation at the academic unit level should take into account such information as reviews of books and articles, criticism of creative work, reviews of grant applications, citations of the candidate's work, and the quality of refereed journals and presses by which the candidate's work is published. Objective peer review of the candidate's work by scholars external to the University is required. In addition, evaluative review by the candidate's academic unit and dean or other appropriate administrator is required. The contribution of a candidate for promotion must be judged against the national standards in the discipline, focusing on the significance of the work and the quality of the contribution made, rather than on the quantity of publications. (See following sections regarding process for securing input from external reviewers.)

c. Service. The third component to be evaluated includes service to both the University and the external community. In addition to listing administrative and other professional services to the University, an evaluation of the extent and quality of the services rendered should be included. External community service may include work for professional organizations and community, state, and federal agencies. It must relate to the basic mission of the University and capitalize on the faculty member's special professional expertise; the normal service activities associated with good citizenship are not usually evaluated as part of the tenure and promotion process. Because of the diverse missions of different units and variations in the extent and character of their interaction with external groups, general standards of "external service" are difficult to formulate. Candidates applying for tenure and/or promotion should provide sufficient evidence to demonstrate service contributions so that colleagues and administrators are able to
make and support a judgment about the appropriateness and value of the services rendered. Each recommendation for tenure should be accompanied by a statement of the mission, goals and educational needs of the department, college, and/or university, and the importance of the contributions the candidate has made and is expected to make in the future toward achieving the goals and meeting the needs. Consideration should be given to the candidate's ability and willingness to work cooperatively within the department, college, and/or university.

C. REVIEW OF PROGRESS TOWARD TENURE

It is the responsibility of the academic unit’s peer committee and dean or other appropriate administrator to include a progress toward tenure review as part of the annual evaluation for all faculty in the probationary period for tenure. For those faculty appointed with the full probationary term, a more extensive pre-tenure review will be conducted during the third year. If an individual is credited with tenure earning service at the time of initial appointment, the review will be conducted at the approximate mid-point of the probationary period. The mid-point review will be conducted by the academic unit’s tenure and promotion committee, the dean or other appropriate administrator, and the USFSM tenure and promotion committee. Upon the request of the faculty member, the review of progress toward tenure will include the Regional Vice Chancellor for Academic Affairs. All mid-point reviews shall address the performance of annual assignments including teaching, research/creative activity, and service occurring during the preceding tenure-earning years of employment. In addition, all reviews should critically assess overall performance and contributions in light of mid-point expectations. The mid-point review will not be as extensive as the formal tenure review that occurs later but should be based on a set of documents which would include: a current vita, annual evaluations, student/peer evaluation of teaching, selected examples of teaching materials and scholarship, and a brief self-evaluation by the faculty member. The mid-point review is intended to be informative, and to be encouraging to faculty who are making solid progress toward tenure, instructional to faculty who may need to improve in selected areas of performance, and cautionary to faculty where progress is significantly lacking.

D. EXCEPTIONS TO THE STANDARD PROBATIONARY PERIOD

Ordinarily, a faculty member in a tenure-earning position will either be awarded tenure at the end of the probationary period or be given notice that further employment will not be offered after one additional year of employment. According to Article 15.2 of the University of South Florida/United Faculty of Florida Collective Bargaining Agreement, the tenure clock may be stopped for medical or related reasons for up to one (1) year upon the written request of the faculty member and the
recommendation of the dean and upon approval by the Regional Vice Chancellor for Academic Affairs. Following the period of appointment to a non-tenure-earning position, the faculty member will return to the tenure-earning position without qualification, and the tenure clock will resume.

E. TENURE UPON INITIAL APPOINTMENT

In determining the award of tenure upon initial appointment, the guiding principle will be to follow USFSM campus procedures in an expedited process that will not inordinately delay hiring decisions. Specifically, there must be review of tenure eligibility at all levels. Approval must be obtained from the Office of the Regional Vice Chancellor for Academic Affairs prior to making an offer that includes tenure without a probationary period. The Regional Vice Chancellor for Academic Affairs should receive the following information:

- written statement(s) of review of tenure eligibility at all levels (dean, academic unit, USFSM faculty). These reviews should occur prior to a request to the Regional Vice Chancellor for Academic Affairs to make such an offer, although written statements may follow approval;
- the candidate's vita;
- the official starting date for the position in the letter of offer, which has explicit mention of the tenure offer, pending University Board of Trustees (UBOT) and USFSM Campus Board approval;
- a brief statement on the unique achievements of the faculty member which support the basis for tenure.

Upon approval, the University will submit the tenure recommendation to the BOT for approval at the earliest meeting at which tenure upon appointment is considered. Persons being considered for administrative appointments accompanied by academic appointments with tenure will interview with the academic unit in which tenure would be considered and the appropriate dean; the appropriate faculty bodies and administrators will make recommendations on tenure to the Regional Vice Chancellor for Academic Affairs.
II. PROMOTION IN ACADEMIC RANK

A. UNIVERSITY CRITERIA

As in the case of tenure, the judgment of readiness for promotion to higher academic rank is based upon a careful evaluation of a candidate's contributions in teaching (or comparable activity appropriate to the unit), research/creative work, and service. The sections pertinent to evaluation of these factors for the tenure decision apply as well to promotion. Promotion will not be granted unless the candidate’s teaching (or comparable activity appropriate to the academic unit) has been determined to be effective. Promotion also requires collegiality and participation as a citizen of the University, as this is an integral part of faculty performance. Standards for the ranks of Assistant Professor, Associate Professor, and Professor (or their equivalents) are as follows:

1. Assistant Professor (or Assistant University Librarian)
   - Evidence of continued growth as a teacher, or in comparable activity appropriate for the unit.
   - Evidence of independent and collaborative research/creative work, supported by publications or other appropriate documentation.
   - Evidence of substantive contributions in the area of service.
   - The doctorate or the highest degree appropriate to the field (or, where appropriate, the equivalent based on professional experience).

2. Associate Professor (or Associate University Librarian)
   - Acknowledged record of success in teaching, or other comparable activity appropriate for the unit, including a record of such activities as participation on thesis and/or dissertation committees, and successful direction of the work of master's and doctoral candidates, where applicable. Because not all faculty at USFSM will have options to participate in either master’s or doctoral work with students, refer to college guidelines for further specification.
   - Focused program of independent and collaborative research/creative work, supported by substantial publications or their equivalent. Original or creative work of a professional nature may be considered an equivalent. The record should be sufficient to predict, with a high degree of confidence, continuing productivity in research/creative work throughout the individual's career.
• Substantive contributions in the area of service. Refer to college guidelines for further specification of service expectations.
• Ordinarily, the rank of Associate Professor is not granted in advance of the tenure judgment.

3. Professor (or University Librarian)
• Acknowledged record of success in teaching, or other comparable activity appropriate for the unit, such as a record of participation on thesis and/or dissertation committees, and successful direction of the work of master's and doctoral candidates, where applicable. Because not all faculty at USFSM will have options to participate in either master’s or doctoral work with students, refer to college guidelines for further specification.
• Established record of productive research/creative work of at least national visibility, supported by a record of substantial publications or their equivalent. Original or creative work may be considered an equivalent. The record should predict continuing high productivity in research/creative work throughout the individual's career.
• Substantive contributions in the area of service.
• Unmistakable evidence of significant achievement among peers in one's discipline at the national or international level. True distinction is expected in at least one of the areas of teaching (or comparable activity appropriate to the unit); research/creative work; or service. Any recommendation for promotion to the rank of Professor (or University Librarian) must contain evidence that such distinction has been identified.
• As a general guideline a faculty member normally would not apply for promotion to rank of Professor without five years of service at the rank of Associate Professor.

III. TENURE AND PROMOTION
A. EXTERNAL LETTERS FOR TENURE AND PROMOTION APPLICATIONS
The Dean or other appropriate administrator of the academic unit will include in the tenure and promotion packet a minimum of three letters (but not exceeding six) from external reviewers who are expert in the individual's field or a related scholarly field. The candidate and the Dean or other appropriate administrator of the academic unit will suggest external reviewers. The academic unit’s Tenure and Promotion Committee may also suggest external reviewers. These reviewers should have no significant relationship to the candidate (e.g., major professor, co-author), unless there are mitigating circumstances that would indicate otherwise (e.g., to review scholarship so specialized that few expert reviewers exist). The Dean or other appropriate administrator of the academic unit and the
candidate will jointly select the reviewers. In the event of disagreement each party will select one-half the number of qualified reviewers to be utilized. Letters from external reviewers should be in the candidate's file prior to review of the candidate’s credentials by all parties. All solicited letters which are received must be included in the candidate's file. University guidelines shall be sent to external reviewers to provide contextual information for consideration in the review process.

B. EARLY TENURE AND PROMOTION CONSIDERATION

Decisions on tenure and promotion prior to the time recognized as normal should be considered "early decisions." Early decisions should be identified and justified as such at every review level. Truly exceptional performance should be required for a favorable early decision. Further, external reviewers should be advised of the University's expectations for a favorable early decision. As a general guideline a faculty member normally would not apply for promotion to rank of Professor without five years of service at the rank of Associate Professor.

C. TENURE AND PROMOTION PROCEDURES

Applicants will use the USFSM Tenure and Promotion Application.

The review of candidates’ applications at USFSM will occur in the following order:

1. College/School Tenure and Promotion Committee Review

   (i) Selection of Committee: The initial review will be conducted by the academic unit’s Tenure and Promotion Committee, elected by the USFSM Faculty Senate members of the college/school.

   (ii) Composition of Committee: Membership of the committee shall consist of a minimum of three (3) tenured faculty members. Only tenured full professors are eligible to serve on the committee reviewing promotion to full professor. At least one (1) member shall be from the same discipline as the candidate and two (2) from the college/school of the candidate. Every effort shall be made to have the committee members from USFSM. Whenever this is not possible, tenured faculty from the USF system and the candidate’s discipline will be chosen from lists submitted by the candidate and the dean. The T & P committee will select the external committee members in consultation with the candidate and the dean. Whenever practical, the membership of the committee should be rotated among eligible faculty, with membership limited to a certain number of years. Each
college/academic unit must establish its own guidelines for length of tenure on the committee and procedures for election.

(iii) Committee Charge: In the fall the committee will select a chair. Following an evaluation of the applicants, the committee will vote and forward recommendations to the dean or other appropriate administrator.

2. College/School Dean Review: The College/School Dean or other appropriate administrator will forward an independent evaluation and recommendation of the application to the Chair of the USFSM Tenure and Promotion Committee.

3. USFSM Tenure and Promotion Committee Review
   i. Selection of Committee: The USFSM Tenure and Promotion Committee will be elected by all USFSM Faculty Senate members. Each college/school elects its own faculty representative. At-large representative elected by all voters. This committee shall consist of five (5) tenured faculty members elected from a pool of eligible faculty by the tenured faculty in each college/school, plus one at-large member chosen via a campus-wide election. To ensure an orderly transition for committee membership, the following terms will be set initially: (1) one-year terms for the College of Business and the School of Hotel & Restaurant Management and (2) two-year terms for the College of Arts & Sciences, the College of Education, and the at-large member. Thereafter, members will be elected to two-year terms. Elections for the following year will be held during the spring semester.

   ii. Composition of Committee: Membership of the committee shall consist of a minimum of five (5) tenured faculty. Only full professors are eligible to serve on the committee reviewing promotion to full professor. The committee will be comprised of one (1) member from each of the colleges/schools and the remaining membership elected at-large. Whenever practical, the membership of the committee should be rotated among eligible faculty, with membership limited to a certain number of years. Each college/school must establish its own guidelines for length of tenure on the committee and procedures for election. Every effort shall be made to have the committee members from USFSM. Whenever this is not possible, tenured faculty from the USF system and the candidate’s discipline will be selected by the President of USFSM Faculty Senate in consultation with the
candidate, the Dean or other appropriate administrator. At least one (1) member shall be from the same discipline as the candidate and at least two (2) from the college/school of the candidate.

iii. **Committee Charge:** In the fall the committee will select a chair. Following reception of the results from the College/School Tenure and Promotion Committee, the chair will convene the committee. After evaluation of the applicants, the committee will vote and forward recommendations to the Regional Vice Chancellor for Academic Affairs.

iv. **Voting Eligibility:** As discussed in Section C of the USF University-wide Guidelines, faculty serving on more than one tenure and promotion advisory committee should, “whenever possible and practical,” vote on the application at the college/school level rather than as a member of other faculty review committees. In this regard, USFSM faculty who are members of both the USFSM Tenure and Promotion Committee and a lower faculty committee, e.g., the College/School Tenure and Promotion Committee, should vote at the lowest level committee only, e.g., the college-level committee, whenever an applicant from his/her college is being considered for tenure or promotion. The faculty member may still serve on the campus-wide committee in an advisory role for this candidate.

4. **USFSM Regional Vice Chancellor Review:** The USFSM Regional Vice Chancellor for Academic Affairs will conduct an independent evaluation and forward a recommendation to the USFSM Regional Chancellor.

5. **USFSM Regional Chancellor Review:** The USFSM Regional Chancellor will conduct an independent evaluation and forward a recommendation and the complete application to the President of the University of South Florida.

6. **USF System President Review:** The President of the University of South Florida system reviews all applications for tenure and promotion. Applications that are approved by the President are then forwarded to the USF system Board of Trustees for appropriate action.
APPENDIX A: Transition Plan

Pending adoption by the USFSM faculty, the Guidelines and Procedures for Tenure and Promotion at USFSM shall be in effect beginning in the 2009-2010 academic year, with the exception of hosted programs where faculty shall follow USF departmental guidelines.

Faculty pursuing tenure and/or promotion in the 2009-2010 academic year may choose to use the USFSM process or their respective USF departmental procedures. Until such time that rating criteria are developed and approved by individual colleges for USFSM, candidates should use their existing departmental guidelines and application forms.

Faculty hired prior to Fall 2009 may choose whether to use USFSM or USF departmental criteria. Beginning in the 2010-2011 academic year, all faculty will follow the USFSM Tenure & Promotion procedures whether or not they choose to use the USF departmental rating criteria rather than those adopted by their respective academic unit at USFSM, with the exception of hosted programs where faculty shall follow USF procedures as before.

Faculty who are scheduled to apply for tenure and promotion in the 2009-2010 academic year and who wish to request an additional year before applying, must seek approval from both the Dean of their respective college and from the Regional Vice Chancellor for Academic Affairs.

Faculty who are scheduled for a mid-tenure review in the 2009-2010 academic year may choose to use the USFSM process or their respective USF departmental procedures. Until such time that rating criteria are developed and approved by individual colleges for USFSM, candidates should use their existing departmental and/or college guidelines and application forms.

Beginning in the 2010-2011 academic year, all faculty scheduled for mid-tenure reviews will use the USFSM Guidelines and Procedures.
GUIDELINES AND PROCEDURES FOR TENURE AND PROMOTION
UNIVERSITY OF SOUTH FLORIDA SARASOTA-MANATEE (USFSM)

The USFSM faculty voted to approve the guidelines and procedures on May 15, 2009. The Faculty Senate voted to make amendments to the guidelines on October 16, 2009 and again on January 25, 2010. The USFSM Academic Council reviewed the guidelines and procedures on June 16, 2009, November 5, 2009 and February 9, 2010.

Approved by:                   Date:

Bonnie Jones, Ph.D.
Regional Vice Chancellor for Academic Affairs