

COLLEGE OF NURSING AND HEALTH SCIENCES TENURE AND PROMOTION PROCESS & PROCEDURES

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The College of Nursing and Health Science (CNHS) tenure and promotion (T&P) process and procedures are consistent with those of its parent organization, Florida International University (FIU). Therefore in this document, the University's tenure and promotion process and procedures will be presented followed (in italics) by processes and procedures specific to the CNHS.

Preamble

A university faculty is a community of scholars, scientists, designers, and artists cooperating in a collegial environment, entrusted with responsibility for the creation, development, and expansion of knowledge in a free and open society. The university's goal is to improve the quality of life for all members of that society. Our participation in this stimulating and challenging endeavor should contribute to the achievement of that goal, and we best manifest our participation through excellence in teaching, by meaningful research, by significant creative work, and through useful service to our fellow citizens.

Tenure/promotion is a shared collegial process of accomplishment, evaluation, and recognition. The tenure decision is one of the most important decisions in which a professional in higher education may be involved, for it is a shared undertaking that establishes an individual's sense of his or her own professionalism and the university community's recognition of it. Tenure guarantees annual reappointment for the academic year until voluntary resignation, retirement, removal for just cause (incompetence or misconduct) or layoff.

In a very real sense, the evaluation process involved in tenure/promotion is one of the most significant events in a faculty member's career, and, as such, ought to be treated with dignity, addressed with the serious attention it deserves, and recognized for the accomplishment and respect a successful outcome marks.

The tenure/promotion process should be conducted in a positive and cooperative atmosphere with adequate provision of both time and other essential resources. It should be conducted with a commitment to full disclosure, transparency and collegiality. It should be rigorous and professional.

To these ends, the faculty and administration of FIU, in compliance with the requirements of the Florida Board of Governors and the FIU Board of Trustees, endorse the University guidelines for faculty tenure and promotion.

If there is any variance between these guidelines and The FIU Board of Trustees (BOT) and United Faculty of Florida (UFF) Collective Bargaining Agreement (CBA), the Collective Bargaining Agreement takes precedence. Although the CBA applies only to "in-unit" faculty, tenure and promotion policies and procedures are consistent for all faculty members.

Timeline

In January each year, the Provost will post the schedule of the tenure and promotion process for faculty who will be considered during the next academic year.

College of Nursing & Health Sciences: Timeline

After receiving the Provost's schedule of the tenure and promotion process for faculty who will be considered during the next academic year, and maintaining consistency with overall University requirements and customary procedures in each unit, the College T&P Committee will construct a College calendar and timetable. The College T&P Committee will prepare an internal timetable for its deliberations and publish it after the heads/chairs of unit T&P Committees have communicated with the College's T&P Committee Chair to ensure that all schedules are complementary. All of the College T&P Committee's actions will be completed according to these internal timetables. As per the Provost's schedule, the College's T&P Calendar will include the time the Committee's recommendations are to be received by the Office of the Dean and of the date when the Dean will forward recommendations to the Provost.

Candidate Responsibilities

Prior to the time of appointment, applicants should apprise themselves of the following:

- The tenure/promotion policies, procedures, and requirements by review of the current BOT-UFF contract as well as written departmental, college, and university policies, and by consultation with the departmental chairperson and/or dean.
- The advantages and disadvantages of receiving tenure credit for prior service (See Guidelines for Tenure Credit or Tenure upon Appointment.)

During the first term of employment, faculty members should:

- Meet with the departmental chairperson about departmental, college, and university expectations for tenure/promotion.
- Consult with the chairperson and other departmental members on meeting these expectations.
- Consider reviewing the tenure/promotion application of a recent, successful candidate from the department.
- Recognize that a three-to-five year career plan can be particularly helpful in planning one's advancement toward a favorable tenure/promotion decision.
- Consider working with a mentor from inside or outside the university.

Each term faculty members should:

- Consult with their department chairpersons to ensure that their assignment of activities is consistent with the opportunity to continue their work toward meeting the tenure/promotion expectations of the university and the standards of their profession.
- Recognize that the impact of their assignments upon tenure/promotion activities needs to be evaluated carefully. Over-burdensome teaching or service assignments may make it

difficult or impossible to carry out the activities necessary for a candidate to be successfully tenured/promoted.

- Recognize that tenure/promotion decisions are a function of the expectations of the department, school/college, university, and profession as well as the execution of formal assignments.

Each year faculty members should:

- Work toward rendering their research, scholarly or creative work public. It is expected that faculty members will make their research, scholarly, or creative work public in the manner generally accepted and appropriate for their discipline or profession on a continuing basis.
- Recognize that good teaching is important to the university. In addition to ensuring that student evaluations are carried out in a manner consistent with departmental policies, faculty members are encouraged to engage in peer observation of teaching activities. Collegial activities of this nature are of value to all participants because they promote the sharing of teaching methods and often spark increased discussion of issues of importance to the field of interest. Observations should consider effectiveness in presenting knowledge, information, and ideas by various means or methods. Letters documenting these observations may be included in tenure/promotion files. These letters, along with student evaluations help substantiate the quality of teaching for the tenure/promotion file.
- Ensure that appraisal of progress towards tenure has been made in writing, utilize this appraisal as a means of assistance and counseling, and request clarification of any unclear aspects of the letter. The BOT-UFF Collective Bargaining Agreement specifies that the purpose of the appraisal is to provide assistance and counseling to candidates to help them to qualify themselves for tenure and that tenure appraisals shall not be the sole basis for a decision concerning tenure for an employee.
- Keep apprised of tenure/promotion policy changes and decisions within the department and university.
- Request evaluation of progress towards promotion once tenured and use this evaluation as a means of assistance and counseling.

An employee shall normally be considered for tenure during the sixth year of continuous service in a tenure-earning position including any prior service credit granted at the time of initial employment. An employee's written request for early tenure consideration is subject to the Provost's written agreement.

During the year prior to applying for tenure/promotion, faculty members should:

- Organize the tenure/promotion file (see The Tenure/Promotion File). Provide suggestions for possible individuals who may be asked to write external evaluative letters (see The Tenure/Promotion File).

During the processing of the application for tenure/promotion:

- Two copies of the applicant's complete file must be available for a minimum of one week for study by all faculty members eligible to vote. It is the responsibility of the candidate to see that the file is complete.
- Prior to the consideration of the file, the candidate has the right to review the contents of the tenure file and may attach a brief and concise response to any materials therein.
- Candidates and other faculty members should recognize that lobbying for tenure/promotion with members of review committees at all levels is inappropriate.

Following the award of tenure/promotion, faculty members should recognize that:

- Professional responsibilities to the university and to one's field of endeavor not only continue but also take on greater importance. A faculty member at the higher ranks is expected to continue growing professionally, consider mentoring other colleagues, and to keep apprised of changing expectations within the profession, university, and department.
- Continuing review of the departmental mission and goals and of personal goals is appropriate.

Organizational Responsibilities

FIU has varying levels of organization within schools and colleges. In a college with departments within schools there may be an additional level of recommendation to that of the school director/dean. In these cases, the decision to have departmental and/or school recommendations is left to the college.

Responsibilities of the School/College Committee

The school/college committee serves primarily to provide a faculty review of applications for tenure and promotion that (a) furnishes a professional evaluation from a broader perspective than the departmental evaluation and (b) encourages departments and chairpersons to undertake their evaluations in a professional and fair manner.

A committee should be elected by the faculty of each school/college in accordance with written policies, which have been approved by that faculty. Copies of these policies should be on file in the Dean's Office and the Office of the Provost. Candidates and untenured members of the faculty should not serve on such committees.

The principle of participating in the evaluation at only one step of the process is essential. Thus faculty on the school/college committee must recuse themselves from advocating for or against or voting on individuals from their department. They may respond to questions posed by other committee members.

Normally elections for such committees should be conducted near the end of the spring term. It is recommended that a written notice soliciting nominations be sent to all faculty members in the school/college, that nominees be given the opportunity to withdraw as candidates should they wish to do so, and that an election be conducted. The results of the election should be announced in a memo to the faculty and a copy should be forwarded to the dean and the Provost. The policies should allow for continuity on the committee; staggered two or three-year terms for committee members can accomplish this end.

College of Nursing & Health Sciences: Committee Membership

The term of membership for all Standing Committees (this includes the College T&P Committee) is two years with the term of membership staggered such that one half of the committee goes off each year. The initial committees will be staggered as determined by Chairs of the Committees. (CNHS Constitution, Section 2).

Ideally, committee chairpersons will have served on the committee previously and should have a copy of recommendations made by previous committees. Past committee chairs should be available to advise departmental chairpersons and candidates on the content of application files.

The school/college committee should have written policies that provide for:

- Meeting with the dean of the school/college before considering candidates. The committee should also review and discuss policies, procedures, and criteria.
- When the committee meets to consider the candidates' applications.
- Deliberation and voting.

All members should be present and each committee member should have thoroughly reviewed each candidate's file.

In assessing a candidate's application for tenure/promotion, committee members should consider the candidate's accomplishments, contributions, assigned tasks, and potential to continue providing significant professional contributions.

Committee members must take time to adequately discuss each candidate. Committee members should feel free to ask questions. If the committee requests additional information beyond that existing in the tenure file, sufficient time must be allowed so that the candidate and the departmental chairperson may respond to such information.

Throughout their deliberations, committee members have an obligation to render their best professional judgment of the candidate's credentials, contributions, and potential, using the appropriate standards. After fully discussing the candidates' qualifications, the committee members should vote on each candidate by secret ballot. Committee members should recognize that discussions within the committee must remain confidential. Effective evaluation requires that committee members be able to speak their minds freely; persons who abuse this confidentiality undermine the review process.

For each candidate, the committee should provide a detailed written statement assessing the strengths and weaknesses of the candidate. This statement should be addressed to the dean with copies to the candidate and the departmental chairperson (who shall inform the faculty of the candidate's department), and a copy placed in the tenure/promotion file.

Each academic year, the committee should issue a written report to the faculty on the results of its deliberations. This report should include any recommendations for revisions of procedures and any advice on the content of files.

The committee also must evaluate any requests for the granting of tenure upon appointment for any faculty members within the school/college. The department that requests such an appointment should provide the committee with detailed information, which allows for the fair and professional evaluation of the applicant's qualifications for tenure. At a minimum, the committee should be presented with a vote by the departmental faculty, a departmental statement explaining the applicant's accomplishments and qualifications for tenure, and detailed curriculum vitae. The committee should provide a detailed written statement assessing the strengths and weaknesses of the candidate. This statement should be addressed to the dean with copies to the candidate and the departmental chairperson (who shall inform the faculty of the candidate's department).

College of Nursing & Health Sciences **Tenure and Promotion Committee**

Authority

The Tenure and Promotion Committee (T&P Committee) of the College of Nursing and Health Sciences (the College) derives its authority from the College's Faculty Assembly which has responsibility for oversight of academic affairs in the College. The T&P Committee is a permanent standing committee of the College's Assembly.

The T&P Committee serves as advisory to faculty involved in the tenure and promotion process and as a review body for individuals applying for tenure and/or promotion. The T&P Committee makes recommendations to the Dean regarding approval or disapproval of faculty member's applications for tenure and promotion (CNHS Constitution, Section 3.A)

Philosophy of T&P Committee Operations

The T&P Committee is instructed to provide standards and guidelines for the entire College that are (1) fair to all candidates; (2) timely; and (3) cost-effective.

- ***Fairness.** Fairness means that the standards and guidelines for all units are clear to all parties involved, that there is evidence in the file that candidates for tenure and promotion are given detailed analysis of their progress and receive positive suggestions for improving the quality, the relevance, and the timeliness of their work, that when standards and expectations of performance change over time, as they frequently do in universities, that units maintain the flexibility for their candidates to respond.*

- *Timeliness. Timeliness means that all parties to a T&P transaction, all recommending units, the T&P Committee and the Dean take only the minimum time scheduled to process applications in accord with the College's own standards and guidelines.*
- *Cost-effectiveness. Cost-effectiveness means that the information and analysis gathered in support of tenure and promotion actions and decisions by all units are proportional to the costs of getting information and that inordinate information costs are not placed on any party to a tenure and promotion transaction, including external peer reviewers*

Function

The T&P Committee provides guidelines and standards for the award of tenure and promotion in the College's respective units. It confirms that all applications have persuasive justifications for informed decision making. The Committee carries out reviews of the recommendations for promotion or tenure forwarded by the units in the College. If the Committee finds that some recommendation cannot be sustained, it may request that additional written evidence be submitted, subject to remaining consistent with the College calendar for decision making on tenure and promotion described previously.

Size and Eligibility

The T&P Committee will be comprised of tenured members of the Assembly recommended by each unit, approved by the Steering Committee and ratified by vote of the members of the Assembly. Members of the T&P Committee must be selected from the College's respective units, with one member representing each unit (CNHS Constitution, Section 3.B)

In the situation where the only tenured faculty in the unit is ex-officio to this Assembly, the Steering Committee can appoint the ex-officio tenured unit faculty member to the T&P Committee. As soon as a tenured assembly member is available from that unit the Steering Committee should consider replacement. (CNHS Constitution, Section 3.B)

The T&P Committee will elect annually a Chairperson from its members who will preside over meetings. The Chairperson will be the Committee's principal communications link with the Assembly and with the Dean. The Chairperson will also prepare the Summative Decision Memorandum for all recommendations it considers. However, all members of the Committee will sign it. The Summative Decision Memorandum integrates and summarizes the Committee's findings on each case for tenure-seeking candidates.

The term of membership for all Standing Committees (this includes the College T&P Committee) is two years with the term of membership staggered such that one half of the committee goes off each year. The initial committees will be staggered as determined by Chairs of the Committees (CNHS Constitution Section 2). Upon the first election of the members, the Chair will assign half of the members a two-year term, and the other half a three-year term.

The College's T&P Committee is expected to focus its deliberations on the welfare of the College as a whole, maintaining, however, sensitivity to program concerns and discipline-specific standards. All members of the T&P Committee serve as the agents of the College's Assembly and not the unit in which they are tenured. Hence, members of the T&P Committee may not

participate at the unit level in tenure and promotion discussions or votes. Once elected to the T&P Committee, members may not provide guidance or assistance in preparation of the tenure and promotion file.

Attendance

All members of the T&P Committee are expected to attend and participate in any action before it. Members are not allowed to cast absentee votes, and proxies may not serve as substitutes for a member.

Direct Conflict of Interest

No member may abstain from T&P Committee or Subcommittee deliberations unless they know they have a clear and direct conflict of interest. Members must recuse themselves on first becoming aware that a conflict exists.

Presence of Deciding Individuals

Officials at any organizational level may not be present during Committee deliberations. However, higher level officials may always request a meeting with the Chair or the full Committee, as they consider appropriate, for clarification and explanation of the reasoning that committee's recommendations.

Summative Decision Memorandums

The outcome of the Committee's or Subcommittee's deliberations over each individual candidate will be presented in a "Decision Memorandum" to be forwarded to the candidate, the relevant unit committee and the Dean.

The decision memorandum will consist of a 1-2 page Executive Summary of findings, and such additional content as the Committee deems necessary to support their recommendations. Each memorandum should be addressed to the Dean.

Candidate's Response to Decision Memorandum

In response to the Committee's decision memorandum, a candidate has the option of adding a response before the file moves forward.

Third Year Review-Role of Tenure and Promotion Committee

In the third year in a tenure-track position, faculty members are evaluated by the Dean and Provost as to their progress toward tenure in a summative decision. University procedures allow for a faculty member to be given a terminal contract for the following academic year if there is unsatisfactory progress toward tenure. In order to have a peer review component in this Third Year Review, the College T&P Committee will provide a recommendation to the Dean. The value to faculty is that they have an additional evaluation and feedback on their progress, and it expands the Third Year Review beyond only an administrative review.

- Portfolio review

The College T&P Committee will review a portfolio prepared by faculty during their third year in a tenure-earning position. A schedule of review will remain posted on the CNHS website. The portfolio will consist of: 1) Faculty vita following FIU format; 2)

Description of plan for the remaining two years of tenure-earning status; 3) Annual appraisals plus the Unit Head's third year review; 4) Teaching evaluations; 5) Significant research products to date (including papers in process).

- *Outside reviewer*
The CNHS T&P Committee may use an outside reviewer of the file (another member of FIU community or expert in the field) if additional expertise is deemed necessary for the review process.
- *Summative decision memorandum*
A summative decision memorandum will be written describing the Committee's evaluation of the file as well as any recommendations. It will contain the Committee vote regarding satisfactory progress towards tenure: (1) satisfactory, (2) satisfactory with significant recommendations, or (3) unsatisfactory

Responsibilities of the Departmental Faculty

A primary responsibility of the departmental faculty is to create an environment that encourages excellence among colleagues. Experienced faculty members can contribute to their colleagues' growth in a number of important ways (e.g., by reading drafts of proposals and papers, initiating informal discussions of concepts and ideas for research and publication, and providing moral support). Colleagues should periodically discuss the goals and expectations of the department, the school/college, and the university on tenure/promotion. Faculty members also should contribute to the enhancement of the quality of teaching by periodically observing the classroom work of their colleagues and offering constructive ideas for improving communication and conceptual skills.

Periodic faculty meetings should be devoted to discussing departmental expectations, university policies and procedures, and the importance of careful professional review well before a department convenes to consider individual candidates.

Departments should set aside sufficient time for the evaluation of each candidate's application.

When the departmental tenure and promotion committee meets to consider a candidate's application, all eligible members, i.e., tenured, and holding the rank to which the candidate is seeking to be promoted, should be present and each eligible member should have thoroughly reviewed each candidate's file. For faculty seeking promotion as librarians, clinical/professional practice/research faculty, untenured faculty holding the rank to which the candidate is seeking to be promoted may participate in the departmental committee. Rendering a professional judgment is a basic responsibility of the eligible faculty members and exceptions should be made only for conflict of interest. Such conflicts must be explained at the beginning of the process and persons who claim such conflict should not participate in the evaluation process for that candidate. Such cases should be reported on the appropriate form as conflict of interest. These must be reviewed by, and when cause is found to exist approved by, the chair of the department or other primary unit. A conflict of interest automatically exists for the review of the file of a spouse, significant other, or family member.

Throughout their deliberations, department members have an obligation to render their best professional judgment of the candidate's credentials, contributions, and potential using the standards appropriate to their scholarly or professional field. After discussing the candidates' qualifications fully, the eligible departmental members should vote on each candidate by secret ballot. Abstentions should be rare. Departmental members should recognize that discussions of candidates should be confidential, because effective evaluation requires that departmental members be able to speak their minds freely. Persons who abuse this confidentiality compromise the integrity of the process.

In assessing a candidate's application for tenure or promotion, departmental members should consider the candidate's accomplishments, contributions, assigned tasks, and potential to continue to provide significant professional contributions within the context of disciplinary norms and expectations.

The departmental evaluation letter, addressed to the dean, must not be limited to a report of the vote of departmental members. It should thoughtfully describe the role and function of the candidate in the department, the candidate's area of specialization, accomplishments, and contributions; and discuss the strengths and weaknesses of the candidate and any factors which make the evaluation of the candidate difficult for others outside the field. Fundamental responsibility for evaluating candidates is at the departmental level. Accordingly, explanations of the actual departmental vote are necessary to those evaluating the file at subsequent stages, who, in the absence of adequate explanations, may make inappropriate inferences. In particular, any conflicts of interest and absences must be explained. This letter should be placed in the tenure/promotion file and a copy should be given to the candidate.

In voting on tenure/promotion, the following university policy shall apply:

- If a department (including the chairperson) has a total of three or more tenured faculty members, only the tenured members of the faculty shall vote on tenure applications.
- If a department (including the chairperson) has a total of three or more tenured faculty members, only these faculty members shall vote on applications for promotion to assistant professor.
- If a department (including the chairperson) has a total of three or more tenured faculty members at the level of associate professor or above, only these faculty members shall vote on applications for promotion to associate professor.
- If a department (including the chairperson) has a total of three or more tenured faculty members at the level of full professor, only these faculty members shall vote on applications for promotion to full professor.
- If a department has fewer than the above-specified minimum number of faculty members, the departmental or college faculty must establish a written policy, which must be approved by the dean and the Provost, which specifies who may vote on that particular

type of application. When the above-specified minimum numbers are later met, of course, the general university policy takes precedence over departmental policies.

- If the department chairperson is one of only three in the department to meet the criteria specified above, the chairperson votes with his/her two colleagues and writes a recommendation letter to the dean on behalf of the three voting faculty. In all other cases, the chairperson does not vote with the faculty committee, but rather writes an independent evaluation and recommendation of the candidate. No individual has two opportunities to vote on an application.

Responsibilities of the Departmental Chairperson

One of the chairperson's most important roles is to guide a faculty member's efforts in achieving tenure and promotion. The chairperson is a colleague and an administrator, providing ongoing advice, counsel, direction, evaluation, appraisal, and resources that assist the candidate's efforts.

The tenure/promotion process begins prior to the faculty member joining the university. The chairperson should advise potential faculty members of the advantages and disadvantages inherent in receiving tenure credit for prior service.

The chairperson should advise potential and new faculty members of:

- the University's tenure/promotion process;
- their responsibilities to create a record worthy of tenure/promotion;
- the impact of their assignments on the tenure/promotion process;
- the tenure/promotion policies and procedures of the department, school/college, and the university, and the impact of the expectations of each of these academic units on the tenure/promotion process.

The chairperson should make clear to the candidate that evaluation is a continuing process based on performance related to expectations. She or he is responsible for creating a positive environment to help the candidate meet department, school/college, and university expectations. To help ensure these expectations are met, the chairperson is expected to meet regularly with each faculty member to discuss his or her progress in the areas of teaching, research, creative work, and service. The chairperson also should consult informally with faculty members each semester on their progress toward their goals and objectives and their congruence with the goals and objectives of the academic units.

The chairperson must provide untenured faculty members with written annual appraisals that should be discussed prior to insertion in personnel files.

College of Nursing & Health Sciences: Annual Appraisals of Progress toward Tenure
The university tenure and promotion guidelines require that each prospective candidate for tenure be given an annual evaluation on their progress toward tenure. Unit Chairs and program directors are expected to review the overall research and teaching plans of the faculty they

supervise, agree with the candidate on their research program, and then provide information-dense, formative evaluations of performance and clear expectations about future work.

Chairpersons may encourage senior faculty members to serve as mentors, and may advise candidates to seek mentors who can provide valuable information and advice to all parties to the tenure/promotion process.

The chairperson should be aware of his/her responsibilities to faculty members, especially when assigning duties to untenured faculty, since over-burdensome or unrelated activities distract a faculty member from his or her professional development.

The chairperson should ensure that the department's tenure/promotion policies and procedures are on file in the dean's office, that faculty members are aware of them, and that these policies and procedures are followed.

The chairperson has an important role in supervising the preparation of a candidate's application file. This role is especially important in ensuring that the file is well organized and complete and that departmental procedures for obtaining external letters of evaluation are followed.

In all cases except where the chairperson is required to provide the third vote in the departmental committee (see above), the chairperson is expected to provide an independent review of the candidate. They have an obligation to render their best professional judgment of the candidate's credentials, contributions, and potential using the standards appropriate to the scholarly or professional field. They should consider the candidate's accomplishments, contributions, assigned tasks, and potential to make significant professional contributions, and the university's criteria. When the chairperson has reached a decision on a candidate, a detailed written statement giving her or his reasons should be addressed to the dean, placed in the tenure/promotion file, and a copy given to the candidate.

Chairpersons must recognize that lobbying for or against a candidate is inappropriate and undermines the integrity of the evaluation process.

Responsibilities of the Dean

As the chief academic and administrative officer of the school/college, the dean's role in the tenure/promotion process begins long before a candidate applies. The dean must ensure that appropriate annual reviews and appraisals are conducted in a fair and timely manner, that assignments are made appropriately and fairly, and that departmental chairpersons and departments are fulfilling their missions and responsibilities. The dean should ensure that faculty members who request credit toward tenure as they seek employment at the university are carefully advised as to the university's tenure policies, procedures, and criteria. Faculty members should not be granted such credit if it will disadvantage their prospects for tenure later. The dean is responsible for providing an annual evaluation (and other required evaluations, e.g. appraisals of progress toward tenure) for departmental chairpersons and for other faculty members assigned primarily to administrative posts within the school/college. In addition to considering other aspects of the chairperson's responsibilities, such an evaluation should consider how well the

chairperson is performing her or his responsibilities on advisement, evaluation, and facilitation of candidates for tenure/promotion.

College of Nursing & Health Sciences: Dean Responsibilities

The Dean (or designee) is the individual that should be consulted by the candidate, as the file is prepared. The Dean should review the file for completeness and style prior to submitting it for review. It is recommended that this process begin in the spring term prior to August submission. The University procedure requires the Dean or Unit Chair to co-sign a vitae verification statement.

The dean should discuss university policies, procedures, and criteria for tenure/promotion with the school/college committee before the committee receives application files. It is not appropriate for the dean to lobby department members, chairpersons, or school/college committee members for or against any application for tenure/promotion. Such efforts seriously undermine the review process.

The dean has an obligation to render her or his best professional judgment of the candidate's credentials, contributions, and potential using the appropriate standards. In assessing a candidate's application for tenure/promotion, the dean should consider carefully the departmental evaluation, the recommendation of the chairperson, and the recommendation of the school/college committee. The dean should consider the candidate's accomplishments, contributions, assigned tasks, and potential to continue providing significant professional contributions, and the university's standards. While the dean may consult with others, if he or she feels the need to acquire additional information, the departmental chairperson should be consulted, who, in turn, should consult with the candidate on both the sort of information to be gathered and the information that is finally acquired. The dean must reach a decision regarding the candidates for tenure and promotion within 30 days of receiving all preceding recommendations. Additional consultations, solicitations of additional reviews, or additional information must be accomplished within the 30-day period.

When the dean has reached a decision regarding tenure/promotion, a detailed written statement explaining her or his recommendation and the strengths and weaknesses of the candidate should be sent to the Provost, with a copy to the candidate, departmental chairperson, and the chairperson of the school/college committee. The statement should be included in the candidate's tenure/promotion file.

If anyone is to be hired with tenure, the dean must ensure that sufficiently detailed information is presented to the department and the school/college committee that allows for a timely, fair, and professional evaluation of the applicant's qualifications.

The dean is responsible for ensuring that copies of the following documents are maintained:

- The written tenure/promotion policies and procedures for each department within the school/college;

- The school/college procedures for electing a committee to review tenure/ promotion applications;
- Reports made by that committee containing recommendations for revisions in school/college or departmental procedures, and advice on the contents of application files.

Each year the dean should distribute before the end of January a timetable to the faculty indicating at minimum:

- the period during which departments and chairpersons should conduct their deliberations;
- the deadline for school/college committee consideration;
- the deadline for forwarding the dean's decision to the Provost.

Responsibilities of the Provost and Executive Vice President

As the chief academic officer of the university, the Provost

- Promotes an environment which fosters professional growth and development;
- Fully informs faculty of the tenure/promotion policies, guidelines and process;
- Establishes a consistent timetable to ensure sufficient time for preparation and deliberation;
- Ensures that the schools/colleges are fulfilling their missions and conducting their evaluations in a fair and professional manner;
- Either meets (or designates someone to meet) with applicants for faculty positions who qualify for tenure credit (see Guidelines for Tenure Credit or Tenure Upon Appointment).
- The Provost has an obligation to render her or his best professional judgment of the candidate's credentials, contributions, and potential using the appropriate standards. In assessing the candidate's application and accomplishments, the Provost should consider the articulated mission of the candidate's school/college, the candidate's accomplishments, contributions, assigned tasks, and potential to continue providing significant professional contributions; the university's standards and criteria; and the evaluations of the department, chairperson, school/college committee, and the dean.
- The Provost may consult with the chair of the department tenure and promotion committee, the department chair, the chair of the college tenure and promotion committee, the dean, or other individuals whose advice could assist the Provost in making a decision.

When the Provost has reached a decision regarding the candidates for tenure/promotion, a detailed written statement explaining his or her recommendations should be sent to the President, with copies to the candidate, the departmental chairperson, the school/college committee, and the dean. The statement should be included in the candidate's tenure/promotion file.

It is the Provost's role to have this Tenure and Promotion Policies and Procedures Manual reviewed by the faculty every seven years.

Responsibilities of the President

The President has an obligation to render her or his best professional judgment of the candidate's credentials, contributions, and potential using the appropriate standards. In assessing the candidate's application and accomplishments, the President should consider the articulated mission and standards of the candidate's school/college, the candidate's accomplishments, contributions, assigned tasks, and potential to continue providing significant professional contributions; the university's criteria; and the evaluations of the department, chairperson, school/college committee, dean, and Provost.

The President is responsible for ensuring that approved tenure applications are forwarded to the FIU BOT with the appropriate information.

Standards for College/Unit Guidelines

Every college/unit must have tenure and promotion guidelines that clearly and unambiguously articulate the standards and expectations for tenure and promotion. For example, if a standard in research establishes the expectation that faculty generate funded research, then this standard must be articulated formally and be fully explained in the unit guidelines. There must be a direct link between the college/unit's annual evaluation criteria and those standards used for tenure and promotion. If there is an expectation that faculty increasingly publish single-authored work, then this must be so stated in the college/unit's standards for tenure and promotion. Quality peer-reviewed journals should be identified in advance, minimizing ambiguity about expectations. Wherever possible, published articles presented in the applicants' curriculum vitae should be listed along with the three to five-year average of acceptance rates, as attested by their respective editors. The impact factor of journals should be included when this information is available. If there is an expectation that creative work be recognized, then the level of recognition as well as the peer-review context and process must be articulated in the college/unit's guidelines. If there is an expectation that excellence in teaching is measured by a specified level of student evaluations, or being the recipient of teaching awards, this must be articulated in the college/unit's guidelines. Standards must also be articulated regarding service.

Guidelines for Tenure Credit or Tenure upon Appointment

Usually, no more than three years should be credited toward tenure eligibility at the time of appointment. Requests for exceptions to this limitation will be considered by the Provost upon recommendation of the dean and the department chairperson.

Tenure credit

The appointment of a faculty member who qualifies for one or more years of tenure credit places special responsibilities on the university as well as the faculty member. A decision to grant such credit must be considered carefully since it affects both the faculty member's career and the university. The Provost (or his/her designee) shall meet with and counsel faculty members who qualify for tenure credit to make certain that they are fully informed of the consequences of the decision.

The decision to grant tenure credit should not be made until after the faculty member's record of research, publication or creative work, teaching, and service have been reviewed. Factors to be considered in reviewing such an application include:

- a determination of the record to date;
- current and planned activities that can reasonably be expected to be completed;
- evidence of sustained accomplishment in the past and a promise of continued achievement;
- time needed for the adjusting to the new environment.

Where employees are credited with tenure-earning service at the time of initial appointment, all or a portion of such credit may, at any time prior to formal application for tenure, be withdrawn once by the faculty member.

Tenure upon appointment

Anyone appointed with tenure must be subject to a thorough review and evaluation process within the department, school/college, and the university. This process must include an interview by the tenured members of the department as well as a vote and detailed letter describing the strengths and weaknesses of the candidate. A file containing a detailed curriculum vitae, the departmental letter and vote, the recommendation and letter of the school/college committee and the dean's evaluation and recommendation must be presented to the Provost before any offer of employment is made.

Tenured FIU employees who transfer within FIU and who are employed in the same or similar discipline may transfer their tenure if a vacancy exists and they are offered employment through the normal hiring process. For tenure-earning faculty, the amount of prior FIU service creditable toward tenure within FIU may, by mutual agreement, be all or part of such service. When a tenured FIU employee is transferred as a result of a reorganization within the university and is employed in the same or similar discipline in which tenure was granted, the employee's tenure shall be transferred to the new department.

Tenure and Promotion Policies & Procedures

Tenure

Tenure Evaluation

Tenure is awarded upon demonstration of highly competent performance during the entire term of tenure earning service at the university. Tenure criteria shall address the areas of teaching; research, creative work, and other scholarly activities; and service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status.

Performance for each year shall be evaluated with respect to the rank held.

In quality, quantity and consistency, such performance must provide grounds for assurance that future performance will constitute a significant professional contribution.

The decision to grant tenure involves a distinct commitment on the part of the university and is, for this reason, not necessarily predetermined by a decision to promote.

Eligibility

Normally, only employees with the rank of associate professor and professor shall be eligible for tenure.

Except for employees who, by virtue of prior service credited at time of appointment, are eligible for consideration earlier, an employee must be considered for tenure during the sixth year of continuous service in a tenure-earning position. Any deviations from this schedule must be approved by the Provost. Part-time service of an employee shall be accumulated. For example, two semesters of half-time service shall be considered one-half year of service for purposes of tenure eligibility. An employee shall normally be considered for tenure only once.

Anyone appointed with tenure must be subject to a thorough review and evaluation process as described in Guidelines. The Provost recommends to the President and the President's recommendation must be approved by the BOT.

See Guidelines for eligibility of tenured FIU employees who transfer within FIU. For tenure-earning faculty, the amount of prior FIU service creditable toward tenure within FIU may, by mutual agreement, be all or part of such service.

Credit Toward Eligibility

At the time of employment, the Provost may credit an employee with tenure-earning service from another institution of higher education; however, such credit is typically limited to not more than three years of tenure-earning service for an assistant professor. In cases where senior hires do not come with tenure, not more than three years of credit toward eligibility shall be given for an associate professor, and not more than four years for a professor.

Where employees are credited with tenure-earning service at the time of initial appointment, all or a portion of such credit may be withdrawn once by the employee prior to formal application for tenure.

Tenure Review: The Sixth Year

By May 15 of the sixth year of service at the University, an employee eligible for tenure shall either be recommended for tenure by the President or given notice that further employment will not be offered. The President's recommendation will be submitted for ratification by the Board at its next scheduled meeting, but not later than July 15. If the Board does not award tenure to the employee, the employee shall be given notice that further employment will not be offered. The employee shall be notified in writing by the President or designee within five (5) days of the Board's ratification of the President's recommendation. Notice that further employment will not be offered shall include a statement that the employee has seven (7) days to request a statement of the reasons. Upon written request by an employee within seven (7) days of the employee's receipt of notice that further employment will not be offered, the President or Board, as appropriate, shall provide the employee with a written statement of reasons why tenure was not granted. Should an employee elect not to request such a written statement of reasons, the date of the act or omission giving rise to any grievance concerning denial of tenure shall be deemed to

be seven (7) days from the date of the employee's receipt of notice that further employment will not be offered. Should an employee request such a written statement of reasons, the date of the act or omission giving rise to any grievance concerning denial of tenure shall be deemed the date of the employee's receipt of a written statement of reasons why tenure was not granted.

Faculty members in their sixth year who are not on a terminal contract normally must apply for tenure. Failure to apply for tenure in the sixth year must result in a letter of non-renewal, unless the faculty member has obtained an extension of the tenure clock.

Early Tenure Review

An employee shall normally be considered for tenure during the sixth year of continuous service in a tenure-earning position including any prior service credit granted at the time of initial employment. An employee shall normally be considered for tenure only once. An employee's written request for early tenure consideration must be submitted to his or her dean and is subject to the Provost's written agreement.

Academic Ranks

Regular Faculty

The following position descriptions define the expectations at each rank. Appointment to a rank requires sufficient evidence in all categories to sustain an expectation that the candidate will successfully meet the requirements of a holder of that rank.

The criteria for promotion shall include substantially exceeding expectations at the rank currently held, showing an increased skill in teaching, knowledge in the field of specialty, recognition of creative work, recognition as an authority in the field and, potential for professional growth.

Service to the university and the profession is an expectation of faculty throughout their careers, but in a normal professional trajectory untenured, tenure-track faculty will be more focused on teaching and research. It is the responsibility of the tenured faculty to assume a greater share of the service obligations in the university on behalf of their untenured colleagues.

- **Instructor and similar** - Regular, non-tenure-earning

Required degree: the master's degree is normally required in a field directly relevant to the corresponding program. Exceptions must be approved by the Provost upon recommendation from the dean.

Teaching: particularly in laboratory skill courses, beginning courses, and team-taught courses, at a satisfactory level of performance.

Professional development: to engage in research and/or other creative work and service, which are primarily related to maintaining and developing teaching competency.

- **Lecturer** - Regular, non-tenure-earning

Required degree: the doctorate (or other terminal degree where appropriate) is normally required in a field directly related to the corresponding program. Exceptions must be

approved by the Provost upon recommendation from the dean.

Teaching: particularly in laboratory skill courses, beginning courses, and team-taught courses, at a satisfactory level of performance. Some indicators of a commitment to teaching include the successful use of appropriate pedagogies and modes of teaching and learning.

Research and creative work: to undertake a satisfactory level of research performance and/or other creative work and service, which are primarily related to maintaining and developing teaching competencies.

- **Assistant Professor** - Regular, tenure-earning

Required degree: the doctorate (or other terminal degree where appropriate) is required in the corresponding field. Where the doctorate is not the terminal degree, the school/college should specify what constitutes the terminal degree, with the concurrence of the Provost or designee.

Teaching: a variety of courses, particularly undergraduate, at an above- satisfactory level of performance. Some indicators of a commitment to teaching include the successful use of appropriate pedagogies and modes of teaching and learning, guiding and advising students, and providing opportunities for involvement in research projects. In departments with graduate programs, teaching also includes mentoring of master's students and on-going work with doctoral and postdoctoral students.

Research and creative work: a satisfactory level of research performance and/or other creative work, which are aimed at expanding knowledge. These activities should receive regional and national professional recognition.

Service: should include professional service at a satisfactory level of performance and service to the department and college, including participation in collegial governance. Professional service should receive regional and national recognition.

- **Associate Professor** - regular, tenure-earning

Promotion to Associate Professor signifies significant accomplishment in scholarship, teaching, and service worthy of status as a member of the senior faculty. Candidates should also demonstrate a commitment to FIU's mission and goals, and be willing to continue to contribute to the excellence of its reputation.

Required degree: the doctorate (or other terminal degree where appropriate) is required in the corresponding field.

Teaching: demonstrated strong commitment to excellence and creativity in teaching and student learning. Qualifications and experience for teaching a variety of courses, including graduate courses where appropriate, at an above satisfactory level of performance. Some indicators of a commitment to teaching include the successful use of

appropriate pedagogies and modes of teaching and learning, guiding and advising students, and providing opportunities for involvement in research projects. In departments with graduate programs, teaching also includes mentoring of master's students and doctoral and postdoctoral students.

Research and creative work: demonstrated quality, consistency, and productivity, achieving national/international recognition through well-respected, peer-reviewed journals and/or other venues that are consistent with national professional recognition. Consistent with disciplinary and unit norms, applicants should demonstrate success at funded research. Consistent with disciplinary and unit norms, applicants' files should reflect, at minimum, the course of professional development that establishes their independent scholarly standing or increasing leadership roles in collaborative/team-based scholarship.

Service: a record of substantial professional service including, for example, leadership in regional, national or international professional societies, organizing conferences, serving on editorial boards; service to schools, agencies, companies and community organizations; and evidence of service to the department, college or university, including participation in collegial governance.

- **Professor - Regular, tenure-earning**
Candidates should present a record that unambiguously demonstrates and documents the highest quality and productivity in research and/or creative work, teaching, professional service, and university citizenship, during the period following the candidate's last promotion.

Required degree: the doctorate (or other terminal degree where appropriate) is required in the corresponding field.

Teaching: a demonstrated record of successfully teaching a variety of courses, including advanced undergraduate and graduate courses where appropriate, at a level of performance above-satisfactory. Some indicators of a commitment to teaching include the successful incorporation of appropriate pedagogies and modes of teaching and learning, guiding and advising students, and providing opportunities for involvement in research projects. In departments with graduate programs, teaching also includes mentoring of master's students and doctoral and postdoctoral students.

Research and creative work: a record demonstrating sustained research and/or creative work that has received national/international status through highly recognized, peer-reviewed venues. Consistent with disciplinary and professional norms, the record should clearly demonstrate independent scholarly standing, or leading roles in nationally or internationally recognized collaborative/team-based scholarship. Applicants should have a record of funded research, in accordance with articulated unit norms.

Service: a substantial record of sustained, professional service as evidenced, for example, through leadership in national or international societies, organizing conferences, or

serving on editorial boards; service to schools, agencies, companies and community organizations; and evidence of service to the department, college or university, including participation in collegial governance.

Promotion Evaluation

For any promotion, successful performance at the level of the qualifications corresponding to the higher faculty rank is required.

- Teaching performance at the level corresponding to the higher faculty ranks is an indispensable condition for promotion.
- The relative importance of performance in scholarly research or other creative work and in service may vary by discipline. Nevertheless, performance in both areas at the level corresponding to the higher rank is necessary.

Promotion to Assistant Professor from Instructor presupposes an administrative decision to alter significantly the functions of the faculty line in question. This decision requires the express approval of the Provost.

Promotion to Associate Professor from Assistant Professor will normally be simultaneous with tenure.

Promotion to Professor is the highest academic distinction the university may grant to those faculty members whose level of performance is outstanding. While no specific number of years as an Associate Professor can be associated with this promotion, ability to sustain such level of excellence over a significant period of time is required.

No promotion will be considered during a faculty member's first year of regular appointment at Florida International University, nor while a faculty member is on leave from the University.

Clinical/Professional Practice/Research Faculty

Requirements for appointment to and promotion within clinical/professional practice/research positions will be determined by the individual colleges/units, and should be developed in accordance with appropriate BOT rules, the BOT-UFF Collective Bargaining Agreement, appropriate policies, and the University's Tenure and Promotion Manual. Each college/unit making clinical/professional practice/research appointments must develop appointment and promotion guidelines through a college/unit faculty committee. The guidelines must be approved by the college/unit faculty governance body, the dean, and the Faculty Senate prior to final approval by the Provost. Approved guidelines will be appended to the College/School's Tenure and Promotion Manual.

The Tenure/Promotion File

General Appearance and Integrity of the File

College of Nursing & Health Sciences: University Guidelines

Candidates are encouraged to obtain the latest University Guidelines each year as well as become familiar with any FIU Collective Bargaining Agreement related to Tenure and Promotion. Candidates should refer to the University Guidelines in preparing their curriculum vitae and contents of their file.

Any file for tenure/promotion must be complete and must accurately reflect the record of the candidate. Misrepresentation of a candidate's record, either by false information or omission of information, will result in disciplinary action, which might include termination of employment.

It is extremely important that each candidate for tenure/promotion prepare and present for evaluation a complete, well organized, well documented, and clear application file. A disorganized, unclear file has the effect of diminishing the applicant's case.

In general, the most appropriate binder(s) for the tenure/promotion file is a regular three-ring, hardcover binder(s). The ideal binder(s) should be one(s) that will hold the materials together securely and allow for the easy addition of material during the review process. If you choose to use this type of binder(s) or elect to use some other type of binder(s) that requires the punching of holes, be sure that there is sufficient space in the margin of each page to avoid holes in the data.

The file should be arranged and sectioned according to the Table of Contents, and sections should be clearly separated and marked by dividers and tabs.

The file should be presented with primary information, specified in Items 1-17, below, in one physical file. If substantial amounts of supportive information are presented, they should be in a separate binder or other appropriate presentation.

For faculty seeking promotion to Full Professor, the file should include only those materials which represent achievement or accomplishments since last promoted to Associate Professor or tenured, as appropriate.

If any material is added to the file after the commencement of consideration, a copy shall be sent to the candidate within five days (by personal delivery or by mail, return receipt requested). The candidate may attach a brief response within five days of his/her receipt. The file shall not be forwarded until either the candidate submits a response or until the second five day period expires, whichever occurs first. The only documents that may be considered in making a tenure or promotion recommendation are those contained or referenced in the file.

Candidates are allowed to update the file anytime during the process; however, these documents will be reviewed only at the stages following the modifications without requiring adjustments to the timetable.

College of Nursing & Health Sciences: File Contents

Once the Original file is submitted in August to the Dean, it is considered to be complete. New materials that may be added include candidate's response to material added to file, written verification of change of status (acceptance, rejection, publication, etc.) of manuscripts/abstracts previously listed in the curriculum vitae.

The addition of any outside evaluation letters, Memorandum of Decisions from unit/college committees, deans, etc. will only be added after the candidate has received them and five business days has passed. It is the responsibility of the Office of the Dean to provide external review letters to candidates. Other unit/college administrators or committees must provide candidates with their Memorandum of Decisions prior to insertion in the file

The File

Two complete copies of the file are necessary and must be available for study by the department faculty at least one week prior to the departmental discussion.

College of Nursing & Health Sciences: The File

The Dean's Office is considered to be the official repository for the Original (so identified on outside cover) of the Candidate's Tenure and Promotion File as soon as the process is initiated in August. A copy of the file (so identified on outside cover) may be located at a more convenient location for unit review. At the end of the unit review, the copy will be placed by the Dean's Office in a convenient location for review by the College T&P Committee.

The Original file is considered to be a "protected document." It is the responsibility of the Dean and designees to see that the document and its contents are protected and not tampered or vandalized. Therefore, the document can only be checked out by those whose responsibility it is to review the file. The review of the file will take place in a designated location proximally to the Dean's Office

a. A brief, two or three-paragraph biographical summary (i.e., education, work experience, publications, external funding received, creative works, contributions to the profession, professional associations and/or licenses, research interests, expertise)

b. Table of contents

c. Application form

1. Cover page—see attached form
2. Votes & signatures pages—see attached forms

d. Curriculum vitae

1. Curriculum vitae certification page

2. The curriculum vitae for a tenure and promotion file must be presented according to the university format—see attached University Curriculum Vitae Format
 3. Under “publications,” list only works already in print or accepted for publication. For works accepted but not yet published, indicate “in press” and provide expected date of publication. If publication is co-authored, all authors must be listed as they appear in the publication. If sole authored, author’s name must be given. All other works that have not been accepted for publication must be listed under “Works in Progress.”
 4. Under “creative work,” list only completed artifacts, compositions, designs, installations, performances, presentations, and productions. For works not yet completed, list under Works in Progress,” and provide current phase and expected date of completion. If a work is co-created, all creators must be listed as credited in the venue. If sole created, creator’s name must be given.
- e. Candidate’s statement* of research/creative work, teaching philosophy and practice, and approach to university and national service. No more than two pages should be devoted to each of the three primary evaluation criteria: teaching, research/creative work, and service.

In the research/creative work statement the candidate would present the major themes in the research and/or creative work, identify how they are coordinated, what success there has been to date in terms of publications and presentation of creative work in other venues, student support and student degrees, external funding, when appropriate, and plans for the future. These statements provide the candidate an opportunity to convince the reviewers that there is a coherent plan for scholarly productivity for the future. This statement would also provide the candidate with the opportunity to explain publishing decisions (e.g., books, articles, invited chapters).

Teaching is an art for which there is no one best approach but the candidate has the opportunity to describe her or his philosophy and approach to teaching at the undergraduate and graduate levels and to mentoring undergraduate and graduate research and creative work.

Service opportunities are manifold. A statement from the candidate explaining how he or she chooses to focus on particular service opportunities and to allocate time between university and professional service would help reviewers understand the service component of the CV. If the candidate has assumed significant administrative responsibility and wishes this to be considered in the evaluation of promotion to full professor, this is the opportunity to make that case.

f. Department statement

1. Department procedures. This section should include a description of the tenure/promotion process that is used in the candidate's department. This should describe such things as the department's evaluation process, the way that voting is carried out, which members of the department vote and why any eligible members of the department

did not participate.

2. Department evaluation. The department evaluation should be addressed to the department chair, should discuss the results of the vote, and should present a collective statement of recommendation that discusses the strengths and weaknesses of the candidate. This statement offers the opportunity to explain the role and function of the candidate in the department and to describe the candidate's area of specialization. Such a statement affords the department an opportunity to discuss or describe any particular matters that may be relevant to the faculty member's candidacy. For example, in some cases there are unusual or extraordinary circumstances about a particular candidate that makes evaluating his or her record difficult. Such atypical situations should be addressed.

g. Chairperson's evaluation

1. Chairperson's recommendation. A letter addressed to the dean that explains the chairperson's recommendation must be included in the file. Where appropriate, the chairperson can also comment on such things as the annual assignments, annual evaluations, and tenure/promotion appraisals that have been given to the candidate.
2. Annual assignment. A copy of each annual assignment of the faculty member since last promoted or tenured must be included in the file.
3. Annual evaluations. A copy of each annual evaluation of the faculty member since last promoted or tenured must be included in the file.
4. Tenure and/or promotion appraisals. A copy of each tenure/promotion appraisal of the faculty member must be included in the file.

h. School/College committee evaluation

The committee's evaluation letter is addressed to the dean and provides both the vote of the committee and an explanation of the strengths and weaknesses of the candidate.

i. Dean recommendation

The dean's recommendation should be addressed to the Provost and provide a full rationale for the recommendation.

j. Provost recommendation

The Provost's recommendation should be addressed to the President and provide a full rationale for the recommendation.

k. Solicited letters of evaluation

1. Procedure used to solicit letters of evaluation
 - a) This section of the file must contain a minimum of five (5) letters which must be from external reviewers who are in a position to provide an evaluation of the candidate's

scholarly and professional activities. The candidate is allowed to provide names of potential evaluators and to exclude names, if there exists a professional or personal conflict with any potential reviewer. The candidate needs to explain the reason for rejecting a potential evaluator. The dean or department chairperson in consultation with some or all members of the departmental T&P committee, will decide from whom to request letters and will make the formal request for letters. The individuals solicited for letters may or may not be on the list provided by the candidate but will not include individuals the candidate requests be excluded. No more than two outside letters may come from the list provided by the candidate. Outside letters are intended to be an independent, professional evaluation. Normally, letters should not be solicited from former mentors, mentees, co-authors, co-editors, or anyone who has been associated with the candidate closely enough so that there would be reason to question the impartiality of the evaluation. Exceptions must be accompanied by an explanation in the dossier.

- b) These letters should come from individuals at institutions that are benchmark research universities in accordance with FIU's mission and goals; i.e., they should come from universities ranked by Carnegie as Research University/Very High Research Activity or Research University/High Research Activity. Because the former is the category to which FIU aspires, at least two letters should come from RU/VHR universities. For universities outside the US, the Institute of Higher Education, Shanghai Jiao Tong University, rankings of the top 500 world universities is generally accepted as an international standard and should be consulted. If a letter is solicited from someone outside the above criteria, an explanation should be provided in the dossier. The solicited letters should come from individuals who have attained positions of national leadership in their respective fields.
- c) Outside reviewers should be instructed to briefly identify their credentials and authority to review the candidate's accomplishments, within the context of their letters. In addition, the file should include full curriculum vitae of the authors of external letters of support, rather than abbreviated or summary biographies.
- d) The department should have clearly written guidelines that identify the process (including timelines) by which the evaluators are selected by the department. The guidelines should also specify how examples of the candidate's scholarly activity will be selected to send to the external reviewer—e.g., copies of all publications, copies of publications in the past five year, copies of the five most recent publications, etc. The unit dean must be in agreement with this process. The process by which evaluators are chosen and what the evaluators are asked to comment on shall be included in this section of the file.
- e) All solicited letters received must be included in the dossier.

2. Letters themselves

- a) Provide a copy of the letters sent to the outside reviewers requesting evaluation.
- b) Required components in a request for an external letter:
 - 1) Status of FIU as a Carnegie Research University/High Research Activity and a university with the expectation of moving into the ranks of Research University/Very High Research Activity
 - 2) Selection process for the candidate's scholarly work sent to the external reviewer (e.g., full output, five best selected by candidate, five most recent, books or articles in press)
 - 3) Candidate's statements with respect to research/creative work, teaching and service
 - 4) Request for information on the reviewer's prior relationship with the candidate
 - 5) Request of evaluation of quality, quantity, and impact of candidate's scholarly activity
 - 6) Request for evaluation of the venues in which the candidates work has been presented
 - 7) Request for evaluation of teaching philosophy and practice, if in addition to the candidate's teaching statement other material such as course syllabi are sent to reviewer
- c) Copy of the outside reviewer's response with a copy of his/her curriculum vitae placed directly behind his/her response. A sheet of colored paper should be placed directly between the Outside Reviewer's curriculum vitae and the next Outside Reviewer's response.

College of Nursing & Health Sciences: External Reviewers & Reviews

The College will use no less than five and no more than seven external peer reviewers for tenure or promotion applications.

A candidate will be free to nominate up to three potential reviewers from leading figures in their field from outside the university. However, peer reviewers from the FIU faculty may not be nominated. No sitting editors of journals can be considered, nor will co-authors, editors or associate editors of books where the candidate has published be used as external reviewers.

The Dean, with the advice of the College T&P Committee and the Unit Directors/ Chairpersons, will choose up to four reviewers depending upon the content of the field and the number of practitioners in it. Ultimate approval of the entire slate of external peer reviewers lies with the Dean of the College.

The Dean or designee will send a letter to the external reviewers requesting evaluation of the candidate's research and teaching performance. It is suggested that candidates use a

“focused research and teaching portfolio” to send to outside reviewers, in order to reduce the burden of review and shorten response time. This will consist of five research products and two syllabi jointly agreed upon by the candidate and the Dean. However, a candidate may choose to send his/her entire research and teaching portfolio, which forgoes the need to have a mutual agreement on what is sent out.

Materials sent to the external reviewers include:

- *Curriculum Vitae (per University Guidelines)*
- *Five research products selected by the candidate*
- *Two syllabi selected by the candidate*
- *Candidate’s 2 page statement on teaching, research and service*
- *List of courses taught*
- *Research Performance: Two basic questions must be asked about research performance: (1) Is the candidate producing research that makes a significant incremental contribution to knowledge relative to their field or discipline; and (2) is the candidate likely to continue performing such research throughout their career.*
- *Teaching Performance: The evidence provided external reviewers about teaching will include the candidate's own recorded statement on teaching strategy relative to their discipline, a list of courses they have taught during their probationary period, and two selected syllabi. Candidates will not provide their student teaching evaluations to the external reviewers. External reviewers will be asked to judge whether the evidence provided suggests the candidate is conducting best practice teaching given the type of student body the candidate faces, relative to best practice for their field.*
- *Request for evaluation of professional service*
- *Request for full CV of reviewer*

l. Contributed letters of evaluation

The candidate may include up to three letters from FIU colleagues who can address the candidate’s teaching, research and service. These letters cannot be written by colleagues who will be voting on the candidate at any level.

The candidate may include up to three letters from prior mentors, co-authors, and any other individuals excluded from serving as external reviewers because of prior professional association with the candidate.

m. Teaching

1. List of courses taught at FIU and years in which they were taught
2. Graduate student supervision. List here the name of each graduate student supervised, including years, dissertation/thesis title, and degree awarded. List also membership on thesis committees for graduate students other than your own. List publications, joint with the students or by the students on their own, resulting from your mentorship. Provide information on the current positions of former graduate students who have completed their degrees and postdoctoral students who have worked with you.

3. Course and curriculum development activities
4. Department statement describing procedures used to evaluate teaching. A statement should be included describing the department's procedures for evaluating teaching. Details as to how student evaluations are administered and what role, if any, the candidate plays in this process should also be included. In the cases where anonymous student comments provide the only basis for evaluation, a statement to that effect should be included. The process for peer evaluation, chairperson evaluation, etc., should also be described.
5. Student evaluations
 - a) A sample copy of each different student evaluation instrument, including the years that each was used, should be included here. An explanation of the scoring system, any weighing factors, and analysis procedure for each different instrument should be given.
 - b) There should be a table summarizing the evaluations of the candidate's teaching for each year of the candidate's employment at FIU. This summary should show both the absolute number of responses in each category and the percentage distribution of responses in each category.
 - c) Summaries of evaluations for each course should be included. Explanations for any gaps or missing evaluations should be provided.
 - d) Items (a) and (b) should be included in the file forwarded to the college committee. Items in (c) should remain in the office of the department chair where they can be referenced at subsequent levels of review, if desired.
6. Peer evaluations of teaching. In units that have formalized peer review of teaching, including classroom visits, the reports of these visits and other peer teaching evaluations should be included. Units are encouraged to develop policies and procedures for peer review of teaching.
7. Other teaching-related activities

College of Nursing & Health Sciences: Teaching

Teaching

Establishing the effectiveness of a candidate's teaching requires multiple and consistent evidence derived from measures that are timely and relevant.

Student evaluations

The College will continue to use student evaluations as required by the university and will attempt to extract maximum information content from them about teaching skills.

Analysis of syllabi

Analysis of syllabi will be utilized where appropriate to provide evidence that what is being taught in classrooms is current, shows that the instructor is relying on effective teaching techniques, and clearly informs the students of the expectations for the particular course.

n. Research/Scholarship/Creative Work

1. Publications. Each publication should be described in the form of a complete, standard bibliographic citation--including coauthors, title (exactly as it appears in print), year, volume, publisher, and page numbers. A copy of the first page, or letter of acceptance if not yet in print, of each publication should be included in the file. Items appearing in more than one place should be clearly cross-referenced.
 - a) Refereed Publications: Because of the diversity of conventions from discipline to discipline, this section should contain a description of the reviewing/ refereeing procedure for each refereed publication cited. The impact factor for each journal should be provided as well full counts of non-self citations, when available.
 - b) Non-refereed Publications: An explanation of the nature of each non-refereed publication should be given.
 - c) Books/Book Chapters: Each book or book chapter should be listed separately with a description of the type of monograph and the candidate's involvement in that publication; that is, each book should be classified as single author monograph, an edited book with different authors for different chapters, textbook, etc. Note whether the review of the submission was conducted only by the editor/co-editors or if the editors solicited other peer reviews of the submissions. The reputation of academic and scholarly presses publishing books should be included whenever there is external validation for such reputation. Copies of all published reviews of the books should be included.
 - d) Other publications: Any other written publications that do not fall into categories (a)-(c), for example reviews and notes, should be entered and described here.
2. Papers/presentations at meetings/conferences. Indicate which papers/presentations were invited and/or refereed.
3. Creative work. Indicate artifacts, compositions, designs, installations, exhibits, performances, presentations, and productions. Indicate date and place of work. If the creative work has received recognition, such as design award, competition prize, exhibition or publication by others, or critical review, indicate the level of recognition as well as the peer-review context and process.
4. Research grants/contracts. Funded and unfunded proposals should be listed separately and be so indicated. Competitive grants and/or contracts which are meant to finance the development of ideas and research and that are subject to peer review should be listed

separately from noncompetitive grants and/or contracts where the emphasis is on providing professional service to agencies/organizations. When there are co-PIs on an award, the role and responsibility of the candidate relative to other co-PIs should be explained as well as the portion of the total award coming to the candidate. The following information should be included for each grant/contract:

- a) Name of principal investigator and all co-investigators
 - b) Title page of grant proposal
 - c) Funding agency—note if the funding is a subcontract and if so from what organization. Also note if the funding is the result of an earmark or other limited competition or whether the funding is the result of an open national competition. If the candidate is the administrative PI, not the primary author of the grant, that should be noted.
 - d) Amount of funding proposed or awarded
 - e) Time period of the grant
5. Patent disclosures/applications/awards. Patent disclosures, applications, and provisional and final patent awards should be listed. If there are co-investigators on the disclosure, application or award, these should be indicated.
 6. Technical reports/research reports. Written reports submitted to and accepted by funding agencies, governmental agencies, foundations, etc., should be listed and described here.
 7. Works in progress
 8. Other research/scholarship/creative work. Any other research/scholarship/ creative activities that do not fall into the categories listed above should be entered and described here.

College of Nursing & Health Sciences: Research

Candidates for either tenure or promotion must show that they are producing basic research, applied research, development, demonstration or test, or evaluations that make a significant incremental contribution to the knowledge base in their field or to the application of that knowledge.

Candidates for promotion or tenure should produce a substantial body of recognized scholarly work, and attain a reputation among recognized leaders in their field for significant and imaginative incremental contributions to their research field whether basic or applied.

In addition, a candidate should provide strong evidence of continued growth and productivity, and show sustained research effort during their probationary period, rather

than accelerated activity just before consideration for tenure or promotion.

For basic research, peer-recognized quality is essential. Significant incremental impact on one's field or discipline is much more important than the number of papers on a candidate's vita. Writing a few authoritative and truly original papers is preferable than to produce many routine papers.

The College encourages cross-disciplinary research and development. It recognizes it as a valuable complement and enhancement of a candidate's strength and depth in their central area of expertise.

Collaborative research efforts are also encouraged, if the candidate's own individual research contributions are clearly discernable and documented.

Limits on research evidence

Because the research requirement for tenure is, by definition, one of significant incremental contributions at disciplinary frontiers, the College will require that only the five scientifically or technically most important outputs in a candidate's research record be reviewed intensively, internally and externally. Reviewers, however, may be given a candidate's entire research output and may review the depth and scope of the entire body of work as well.

Weight given to research funding

Research funding is essential in attracting, training, and mentoring graduate students and postdoctoral fellows, and will be considered relevant.

o. Service

1. *Professional service.* The file should list separately

- a) *Service to professional associations/societies: Examples of Service to Professional Associations/Societies that may be listed in this section include activities related to appropriate professional organizations; conferences, symposia, workshops; activity as referee/reviewer for journals, granting agencies, conferences.*
- b) *Service to the community or public: Examples of professional and community Service that may be listed in this section include service as speaker/presenter at non-academic meetings in area of professional competence; instruction/training for local, state, regional, national, international organizations/agencies in area of professional competence; participation in community meetings and media programs; memberships on advisory boards, committees, task forces, commissions, program/project coordination/development; and other volunteer service which represents a donation of time and professional skills to meet the needs of society.*
- c) *Professional service that results in remuneration.*

2. *University service.* Examples of university service, which may be listed in this section include service on committees; councils; senates; assemblies; task forces; program

coordination/administration; student organizations; conferences, workshops, seminars.
The file should list separately service:

- a) to the Department
- b) to the School/College
- c) to the University

College of Nursing & Health Sciences: Service

Service enhances the educational and social performance of the different organizations to which faculty belong. Proactive service to the College or Unit may include the recruitment and mentoring of students and junior colleagues, participation in curriculum reform, performance of necessary administrative tasks, being a host to parents, visitors, invited speakers

p. Awards and honors

q. Supportive information

The file may contain, depending on department policy or practice and on the applicant's desire for full and complete presentation of relevant information, documentation beyond that specified in items a-p, above. Such documentation may include copies of articles or similar scholarly works, fuller documentation of creative works, and other supportive information. Such supportive information should be presented in a separate binder and appropriately cross-referenced to the main file. Such supportive information if not chosen to be included in the file should be readily available for appropriate review at all stages of the process.

**FLORIDA INTERNATIONAL UNIVERSITY/
TENURE AND PROMOTION COVER PAGE**

_____ TENURE AND PROMOTION

_____ TENURE ONLY

_____ PROMOTION ONLY

- ASSOCIATE PROFESSOR
- PROFESSOR

This form provides a format for the information to be submitted to the Office of the Provost. Additional supporting information may be required by the committees or administrative officers of the department or college and such information should be retained by the appropriate unit to be available upon request by the Office of the Provost.

Note: the tenure CIP code can be obtained from institutional research.

NAME: _____

CURRENT RANK: _____

TENURE CIP CODE: _____ DATE: _____

COLLEGE/SCHOOL: _____

DEPARTMENT:

Applicants must attach a completed university tenure and promotion curriculum vitae

TENURE APPLICANTS ONLY

(1) the number of years in tenure-earning position(s) at FIU that will be completed at the end of the current academic year is: _____.

(2) number of years in tenure-earning positions at another university or equivalent experience to be credited toward nomination is: _____.

Provide justification (reason) for the number of years request in (2).

CANDIDATE NAME: _____ DEPARTMENT: _____

DEPARTMENT FACULTY

*TENURE AND PROMOTION:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

PROMOTION ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

TENURE ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

Signature of Committee Chairperson

Date

DEPARTMENT CHAIRPERSON Check here if vote is included above (only if required to make the minimum of three votes): ()

*TENURE AND PROMOTION:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

PROMOTION ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

TENURE ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

Signature of Department Chairperson

Date

*If the candidate has applied for both tenure and promotion, only one vote is taken for both tenure and promotion. One without the other is not an option.

CANDIDATE NAME: _____ DEPARTMENT: _____

VOTE OF COLLEGE/SCHOOL COMMITTEE

*TENURE AND PROMOTION:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

PROMOTION ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

TENURE ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

Signature of Committee Chairperson _____
Date

DEAN OF COLLEGE/SCHOOL

*TENURE AND PROMOTION:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

PROMOTION ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

TENURE ONLY:

FOR _____ AGAINST _____ ABSTAINED _____ ABSENT _____

Signature of Dean _____
Date

*If the candidate has applied for both tenure and promotion, only one vote is taken for both tenure and promotion. One without the other is not an option.

CANDIDATE NAME: _____ DEPARTMENT: _____
PROVOST AND EXECUTIVE VICE PRESIDENT

*TENURE AND PROMOTION:

FOR _____ AGAINST _____

PROMOTION ONLY:

FOR _____ AGAINST _____

TENURE ONLY:

FOR _____ AGAINST _____

Signature of Provost and Executive Vice President

Date

PRESIDENT

TENURE AND PROMOTION:

FOR _____ AGAINST _____

PROMOTION ONLY:

FOR _____ AGAINST _____

TENURE ONLY:

FOR _____ AGAINST _____

Signature of Dean

Date

*If the candidate has applied for both tenure and promotion, only one vote is taken for both tenure and promotion. One without the other is not an option.

FLORIDA INTERNATIONAL UNIVERSITY
CURRICULUM VITAE FOR TENURE AND PROMOTION

CERTIFICATION

(Must be signed by candidate)

I hereby certify that the information provided in this curriculum vitae is accurate and complete to the best of my knowledge. I understand that if I have knowingly provided false information or omitted relevant information, I may be subject to disciplinary action, including termination.

Signature of Candidate

Date

**TENURE AND PROMOTION CURRICULUM VITAE
OF
[NAME and DEPARTMENT]**

(Candidates C.V. should follow the format outlined below. Where there is no reference, indicate by N/A)

EDUCATION (List most recent degree first)

| Degree | Institution | Field | Dates |
|--------|-------------|-------|-------|
|--------|-------------|-------|-------|

FULL-TIME ACADEMIC EXPERIENCE (List most recent first)

| Institution | Rank | Field | Dates (Month & Year) |
|-------------|------|-------|----------------------|
|-------------|------|-------|----------------------|

PART-TIME ACADEMIC EXPERIENCE (List most recent first)

| Institution | Rank | Field | Dates (Month & Year) |
|-------------|------|-------|----------------------|
|-------------|------|-------|----------------------|

NON-ACADEMIC EXPERIENCE

| Place of Employment | Title | Dates |
|---------------------|-------|-------|
|---------------------|-------|-------|

EMPLOYMENT RECORD AT FIU

| Rank | Dates |
|------|-------|
|------|-------|

PUBLICATIONS IN DISCIPLINE

(List most recent first. List only items already in print or accepted for publication. For items accepted but not yet published, indicate “in press” and number of typewritten pages, single or double-spaced. If publication is co-authored, all authors must be listed as they appear in the publication (i.e. same order). If sole authored, author’s name must be given. Indicate by “NPR” any publications that were not peer reviewed.)

Books (Give full bibliographical references)

Articles (Give full bibliographical references)

Proceedings (Give full bibliographical references: author(s); journal title, publisher, title, date, volume and page number.)

Chapters in Books (Give complete bibliographical references)

Government Reports or Monographs (Give complete bibliographical references)

Book Reviews (Give complete bibliographical references)

OTHER PUBLICATIONS (List publications outside of discipline. Give complete bibliographical references)

PRESENTED PAPERS, AND LECTURES (List title, date, and venue where presented)

CREATIVE WORK

(List date and type of work and/or place of presentation. If the creative work has received recognition, such as design award, competition prize, exhibition or publication by others, or critical review, indicate the level of recognition as well as the peer-review context and process.)

WORKS IN PROGRESS

Papers submitted to journals for consideration (List Journal and date of submission)

Other completed papers

Research in Progress

Grant Proposals (List title of project, agency receiving proposal, and date of submission)

FUNDED RESEARCH

(List all investigators, title of project, funding agency (if the funding is a subcontract, from what organization), project dates, and amount of funding (when there are co-PIs on an award, give the portion of the total award coming to the candidate).

PROPOSALS SUBMITTED BUT NOT FUNDED

(List title of project, funding agency, project dates, and amount of requested funding)

PATENT DISCLOSURES, APPLICATIONS, AND AWARDS

PROFESSIONAL HONORS, PRIZES, FELLOWSHIPS

Department

School/College

University

OFFICES HELD IN PROFESSIONAL SOCIETIES

OTHER PROFESSIONAL ACTIVITIES AND PUBLIC SERVICE

Request for External Evaluation Letter Template

This is a template, not prescribed text. The points in this letter need to be included, but you are free to say them in your own words, modify the nuances as appropriate to your discipline, and include additional items you want the evaluator to address. This letter will be sent by the department chair or the dean.

Dear Professor:

Thank you for agreeing to serve as an outside evaluator of the application for tenure and promotion to Associate Professor of X.¹ I recognize that this sort of request is burdensome, but the Department greatly appreciates your willingness to assist us by providing this evaluation.

Florida International University is identified in the Carnegie Classification as a Research University/High Research Activity. The University aspires to become classified as a Research University/Very High Research Activity. The decisions we make in terms of faculty tenure and promotion are the most important we will make in achieving this goal. I am sure that as a distinguished scholar you have evaluated a number of tenure and promotion files and are in a position to reflect on how X will contribute to the advancement of the discipline² and the university.

Please begin your letter with a statement on your prior relationship with the candidate.

To assist in your evaluation, I have included copies of # publications³, vita, and the candidate's statement on teaching, research⁴, and service. The publications³ were selected on the basis of The candidate's vitae will show other publications. If you would like copies of any other publications, please feel free to contact me to request a copy. We are particularly interested in the quality of the work: e.g., does it advance the discipline², has it had an impact on the discipline², is there a coherent research⁴ program represented, and is the research⁴ program likely to continue making contributions into the future. Please also comment on the reputation and standing of the venues in which the work has been published and/or recognized. What is your overall assessment of the candidate's promise for future development and scholarly excellence?

⁵Also included for your evaluation are syllabi from # courses taught at the yy level. These syllabi were selected on the basis of We would appreciate your assessment of the overall structure of the course, the currency and appropriateness of the literature assigned, the adequacy of the outcomes defined, the incorporation of research, analysis and/or synthesis in the class, and the consistency of the expectations with the level of the course. Comments on the candidate's teaching philosophy are appreciated.

⁶While we ask junior faculty to concentrate on their teaching and research⁴, we are also interested in your evaluation of X's service to the profession.

- 1 It is expected that participation will have been confirmed by phone or e-mail before sending the package.
- 2 And/or profession, as appropriate.
- 3 And/or recognitions of creative work, as appropriate.
- 4 And/or creative work, as appropriate.
- 5 Not required if evaluation of teaching is not requested.
- 6 Not required if evaluation of service is not requested.
- 7 Only if this is the free choice of the candidate.

Please be aware that candidates normally have access to the full content of their files. X has agreed to waive rights to view your letter, if you so indicate.⁷

Please accompany your evaluation with a copy of your full CV.

As I am sure you are aware, external evaluations are given very strong consideration in the overall evaluation of a tenure and promotion file at all levels. In order to include your letter in the file as it moves forward, I need a signed letter on institutional letterhead no later than yyy.

Thank you very much for your evaluation of this file. If you have any questions or concerns, please contact me at 305-xxx-xxxx or e-mail to xxxx@fiu.edu.

Sincerely,