TENURE AND PROMOTION GUIDELINES

DEPARTMENT OF PSYCHOLOGY

This document is a guideline for faculty members pursuing tenure and/or promotion in the Department of Psychology. Statements in this document represent the Department's procedures and expectations relative to the tenure-promotion process. They do not replace or supersede the requirements and guidelines specified in the FIU Tenure and Promotion Manual. It is very important that faculty members considering applying for tenure and/or promotion consult the FIU manual early in the process.

General Statement

The successful candidate for tenure and/or promotion in the Department of Psychology will have a track record of strong research productivity, activity in pursuit of external funding, effective graduate student supervision, good teaching performance, university and professional service, and participation in collegial governance that contributes to the effective day to day functioning of the Department. Preparation for tenure-earning faculty should begin on their first day at the university. Incoming faculty members should develop a plan to meet the criteria for tenure and promotion to associate professor early in their careers and take advantage of mentoring opportunities to facilitate their progress.

The Tenure and Promotion Process

For tenure earning faculty, the first milestone in the tenure-promotion process is the Third Year Review. Candidacy for tenure and promotion is normally declared in the spring of the faculty member's 5th year, with the tenure-promotion review beginning in the fall of the 6th year. Specific procedures and guidelines are outlined in the following sections.

Third Year Review

The third year review is designed to provide an overall assessment of a faculty member's progress toward tenure in relation to Departmental and University expectations regarding the candidate's record of research, teaching, service, and participation in collegial governance. The review typically takes place in February or March of the third year of the faculty member's appointment at FIU (unless otherwise negotiated). The Chair will notify the faculty member and the Personnel Practices Committee (PPC) will set a date for the review.

The review candidate will make a file available to faculty members at least one week prior to the third year review meeting. Consistent with guidelines from the Provost's office (10/18/2010), this file will include a vita, copies of annual evaluations, and a 1-3 page statement regarding the faculty member's goals and work plan for the remaining tenure-earning years. The file will also contain a list of courses taught (including thesis and dissertation committees with a brief statement regarding the candidate's role in student mentoring), and copies of the student evaluations. The candidate may choose to make an oral statement regarding her/his progress at the meeting. The candidate will leave the room while faculty members discuss the candidate's record. The candidate will then be called back to answer any questions or concerns raised by faculty members.

The PPC will write a letter of appraisal based on the candidate's file and the major points discussed at the third year review meeting. This letter is signed by the Chair of the PPC, and by the candidate, and

forwarded to the Department Chair. The Chair will write a separate letter of appraisal. This letter will be signed by the Chair and by the candidate. Candidate signatures on the PPC and Department Chair letters indicating receipt; they do not imply agreement. The faculty member may write a response to be attached to either letter to be included in the file. The Chair then submits the complete file with the letters to the Dean, who will subsequently make an evaluation for the Provost. Candidates may be required to include this report in the tenure-promotion file.

Tenure and Promotion

Any faculty member planning to apply for tenure and/or promotion in the coming academic year must verify with the Chair of the Department and Chair of the PPC his/her intention to apply early in the spring semester preceding the application. This will give the PPC (along with the Department Chair and the Dean) time to select a panel of potential external evaluators. External reviews are a very important component of the tenure-promotion file. Candidates should review carefully the guidelines presented in the FIU Tenure-Promotion Manual. External reviewers are selected by the PPC, although the candidate may supply the PPC with a list of potential external evaluators. As per University guidelines, no more than two reviewers will be selected from the candidate's list.

A letter to all potential external evaluators will be sent in early March. The candidate should prepare a file that will be sent early in April to those external evaluators who agree to write a letter for the T&P file. Evaluators will be asked to submit their evaluations by August 12. The file for external evaluators should include a vita, cohesive statements describing the candidate's research program, teaching, and service, and copies of research publications and course syllabi.

Candidates for tenure and/or promotion are permitted to include letters from colleagues at FIU (internal letters) in the T&P file if they so choose. However, anyone at FIU who writes an internal letter is not permitted to vote on the candidate's tenure or promotion. Thus, candidates would not ordinarily ask other voting Psychology faculty members for letters. However, the candidate might ask for letters from FIU faculty members outside the Psychology Department with whom he/she has served on committees or collaborated with in research, co-teaching, or service activities.

The PPC will set a Departmental tenure-promotion meeting time in September. The tenure and/or promotion file should be made available to faculty two weeks prior to this meeting. At the meeting, the candidate may choose to make an oral statement regarding her/his record. The candidate will then leave the room while faculty members discuss the record. The candidate will then be called back to answer any questions or concerns raised by faculty members.

The PPC will conduct and record the vote of the faculty within a week following the meeting and write a letter for the candidate's file based on the candidate's record and the major points discussed at the tenure-promotion meeting. The PPC letter will include a discussion of the candidate's strengths and weaknesses. It may also include a discussion of the candidate's progress with respect to any issues raised in the third year review.

For candidates seeking tenure and promotion to Associate Professor, only tenured faculty members holding the ranks of Associate or Full Professor are eligible to vote. For candidates seeking promotion to Full Professor, only tenured faculty members holding the rank of Full Professor are eligible to vote.

The Chair of the Department votes separately and writes a separate letter for the candidate's file.

Departmental Expectations for Tenure and Promotion to Associate Professor

Research Expectations

The candidate's research should show a steady stream of published, in press, and publishable research. If there are gaps in the record, the candidate should explain why.

Exact number of publications is difficult to pin down and will depend in part on the nature of the candidate's research. However, a general rule of thumb is that the candidate should strive for an average of at least two publications per year (empirical article, review paper, chapter, edited book, etc.), with at least one publication per year in a refereed journal with a high impact factor.

Conference presentations (posters and papers) are expected and encouraged, but they do not take the place of published papers.

The more recent publications or in press articles should be based on research conducted at FIU. Publications with a mentor will be considered, especially if they occur chronologically earlier in the file. However, the candidate should demonstrate the establishment of a research program independent of the graduate or post-doctoral mentor by the time of the third year review.

The Department recognizes that most research in Psychology requires collaboration. Thus, the Department values first-authored publications, but does not generally value sole-authored over first-authored publications. Furthermore, papers published with FIU students as first author establish the candidate as an effective mentor and are viewed favorably by the Department.

External Funding

The Department recognizes that some important and productive research areas attract and depend on external funding, whereas others do not. However, the national standing of the University and the Department depend increasingly on demonstrating success in obtaining external funding.

Furthermore, it is increasingly the case across the University that external funding will be necessary to support laboratory space and maintenance. Thus, the Department expects candidates for tenure and promotion to show evidence of grant-seeking activity.

Teaching Expectations

The Department values effective teaching, both in the classroom and in mentoring activities outside the classroom. Evidence of effective teaching includes positive student evaluations, mentoring of students in research activities, service on thesis and dissertation committees, and successful direction of student theses and dissertations.

New faculty should apply to the Graduate School, as soon as possible, for Graduate Faculty status and Dissertation Advisor status.

Although not required at this time, faculty might consider obtaining peer evaluations of their classroom teaching to include in the tenure-promotion file as a supplement to student evaluations.

Service Expectations

Because the Department and the University recognize that junior faculty members need time to establish a successful research program, service expectations are minimal for faculty members in the first few of their tenure earning years. Service activities are expected to increase somewhat in the latter tenure earning years, but should not take the place of research accomplishments. This may include service at the professional, departmental, college, university, and/or community levels.

Professional service might include such activities as serving on committees for national organizations, reviewing for major journals, or helping to organize and review for conferences. University service activities might include serving on Department, College, or University committees or assisting in other ways in the service needs of the University. Community service may include such activities as giving talks, judging science fairs, or participating in other initiatives that benefit the community.

Collegial Governance

Faculty members are expected to contribute constructively to the effective day to day functioning of the Department through participation in collegial governance (Department meetings, votes, Department wide initiatives [such as recruitment days, department-wide colloquia], etc.).

Departmental Expectations for Promotion to Full Professor

Research Expectations

The candidate should have a clearly established nationally recognized program of research as evidenced by a stream of publications in top tier journals with high impact factors and additional publications in the pipeline. Only research published subsequent to the candidate's last promotion is included in the promotion file. The quality of the candidate's research must be recognized by independent external reviewers with stature in the candidate's field.

Exact number of publications is difficult to pin down and will depend in part on the nature of the candidate's research. However, a general rule of thumb is that the candidate should strive for an average of at least two publications per year (empirical article, review paper, chapter, edited book, etc.), with at least one publication per year in a refereed journal with a high impact factor.

Conference presentations (posters and papers) are expected and encouraged, but they do not take the place of published papers.

The Department recognizes that most research in Psychology requires collaboration. Thus, the Department places higher value on first-authored publications (although all publications are valued), but does not generally value solo-authored over first-authored publications. Furthermore, papers published with FIU students as first author establish the candidate as an effective mentor and are viewed favorably by the Department.

External Funding

The Department recognizes that some important and productive research areas attract and depend on external funding, whereas others do not. However, the national standing of the University and the Department depend increasingly on demonstrating success in obtaining external funding.

Furthermore, it is increasingly the case across the University that external funding will be necessary to support laboratory space and maintenance. Thus, the Department expects candidates for promotion to show evidence that external research funding has been sought and research proposals have been reviewed favorably even if grants applied for were not funded.

Teaching Expectations

The Department values effective teaching, both in the classroom and in mentoring activities outside the classroom. Evidence of effective teaching includes positive student evaluations, mentoring of students in research activities, service on thesis and dissertation committees, and successful direction of student theses and dissertations. Candidates for promotion are expected to have a track record of mentoring students who complete their graduate degrees successfully in a timely fashion.

Although not required at this time, faculty might consider obtaining peer evaluations of their classroom teaching to include in the promotion file as a supplement to student evaluations.

Service Expectations

Although service does not take the place of an established and successful research program, a track record of leadership in service activities is expected of candidates for promotion. This may include leadership in service at the professional, departmental, college, university, and/or community levels.

Professional service may include such activities as holding office in national organizations, serving on editorial boards of professional journals, and serving on grant review panels. University service may include such activities as taking leadership roles at the Department, College, and University levels and heading important committees or initiatives. Community service might include such activities as spearheading initiatives that benefit the community.

Collegial Governance

Faculty members are expected to contribute constructively to the effective day to day functioning of the Department through participation in collegial governance (Department meetings, votes, Department wide initiatives [such as recruitment days, department-wide colloquia], etc.).

DEPARTMENTAL RESPONSIBILITIES IN THE TENURE PROMOTION PROCESS

General Statement

This is a brief guide for faculty regarding their role and responsibilities in the tenure and promotion (T&P) process. It does not replace or supersede the guidelines specified in the FIU Tenure and Promotion Manual. Faculty with a central role in the process (Department Chair, PPC members) must consult the FIU Manual before undertaking that role.

The Department encourages established faculty members to take an active mentoring role in facilitating the progress of junior faculty toward tenure and promotion. All faculty members are expected to participate in Departmental reviews and decisions regarding tenure and/or promotion candidates and to recognize that this is one of the most important responsibilities of academic life. It is vital that faculty members familiarize themselves with the Department's guidelines regarding expectations of candidates for tenure and promotion prior to mentoring and/or evaluating candidates for tenure and/or promotion.

Annual Review of Guidelines

On an annual basis, department members will discuss any revisions they want to consider or put in place with regard to expectations for tenure and promotion. This topic will be placed on the agenda at the final faculty meeting of the academic year. At that time, the PPC will report on any revisions that have been made in the university policies and procedures for the T&P process. Scheduling this discussion toward the end of the spring semester will ensure that the department policy has been appropriately updated as candidates begin to prepare their files for tenure.

Third Year Review

Third year review meetings for eligible candidates will be held normally in February-March. The purpose of the third year review meeting is to discuss the candidate's progress toward tenure and promotion in relation to Departmental and University expectations regarding the candidate's record of research, teaching, service, and participation in collegial governance.

Third year reviews are being formalized and are becoming an important tool for administrative evaluation. It is vital that all faculty members review the candidate's progress report and attend at the third-year review meeting for junior colleagues.

The general content of the discussion at the meeting about the candidate's progress will be summarized as part of the Department report to the Dean, but the discussion is meant to be strictly confidential and individual participants will not be identified with their comments.

The PPC will write a letter of appraisal based on the candidate's file and the major points discussed at the third year review meeting. This letter is signed by the Chair of the PPC, and by the candidate, and forwarded to the Department Chair. The Chair will write a separate letter of appraisal. This letter will be signed by the Chair and by the candidate. Candidate signatures on the PPC and Department Chair letters indicating receipt; they do not imply agreement. The faculty member may write a response to be attached to either letter to be included in the file. The Chair then submits the complete file with the

letters to the Dean, who will subsequently make an evaluation for the Provost. Candidates may be required to include this report in the tenure-promotion file.

Tenure and Promotion

Timeline

For tenure-earning faculty, the Dean will supply a list of faculty members who are expected to apply for tenure in the following academic year. Candidates for promotion to full professor must also notify the Chair in the year preceding the promotion review.

The Dean's office will specify a timeline for each step of the tenure/promotion process. The Chair will meet with each candidate to go over the timeline of the application process and answer any questions the candidate may have.

Candidates will make completed files available to faculty on both campuses at least two weeks prior to the T&P meeting scheduled to discuss the candidate's application in mid to late September. The faculty will vote on a candidate's tenure and/or promotion within one week following the meeting.

Tenure and Promotion Files

Major components of the file include accounts of the candidate's record in the areas of research, teaching and service and external and internal letters evaluating the candidate's qualifications. Rules regarding external and internal letters have changed in recent years. These are reviewed briefly below. Candidates, PPC members, and the Department Chair must consult the FIU Tenure and Promotion manual regarding external and internal letter requirements.

External Letters. The candidate's file must contain a minimum of five letters from independent external reviewers who are in a position to provide an evaluation of the candidate's scholarly and professional activities. At least three will come from a list devised by the PPC, Chair and/or the Dean. Two can come from a list supplied by the candidate. No solicited external letter can be removed from the file.

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

The Department Chair will send a letter requesting an evaluation of the candidate to potential external reviewers in March of the year in which the candidate is applying for tenure and/or promotion. This letter is required to contain all components specified in the FIU Tenure Promotion Manual. The letter will include the tenure/promotion candidate's vita. A copy of the letter sent to external evaluators will be included in the candidate's T&P file.

The candidate will prepare a file to be sent in April to those external evaluators who agree to write a letter for the T&P file. Evaluators will be asked to submit their evaluations by August 12.

Internal Letters. Anyone in the Department or serving on the College Tenure and Promotion Committee who writes an internal letter for the candidate cannot vote on the candidate. This means an end to

letters from colleagues in the department, unless the candidate opts to have that person excluded from the voting.

The Tenure-Promotion Meeting

The PPC will call a Department meeting meant solely to evaluate a candidate's application. All tenured faculty members eligible to vote (see below) on the candidate are expected to be present. All other tenured or tenure-earning faculty members are encouraged to attend. It is imperative that faculty members discussing and voting on tenure and/or promotion familiarize themselves with the Department's guidelines regarding expectations of candidates and that faculty members review the candidate's file prior to discussing or voting on the candidate. Any department member with a conflict of interest (spouse, significant other, family member, or other conflict) will not attend the T&P meeting.

The general content of the discussion at the T&P meeting about the candidate's record and potential contributions will be summarized as part of the letter written by the PPC following the vote on the candidate, but the discussion is meant to be strictly confidential and individual participants will not be identified with their comments.

The Department Vote

The following department members are eligible to vote on tenure and promotion decisions. For tenure and promotion to Associate Professor: All tenured Associate and Full Professors For promotion to Full Professor: All tenured Full Professors The Department Chair votes separately.

After the T&P meeting, ballots will be made available to all who will participate in the voting. There will be a deadline of seven days for faculty members to vote on tenure and/or promotion. This vote will be by secret ballot. Faculty members' will sign their ballots to indicate they have voted, but name and signature should be removed from the ballot and placed in a location separate from the ballot itself (which should be placed in a secured location).

Ballots will be counted by at least three individuals from the following categories: PPC member, Department Chair, and Department Office Manager. At least one of the counters must be a PPC member. The number of ballots counted must match the number of signatures.

The ballot will read "For," "Against," and "Abstain" separately for tenure and promotion, as applicable. However, according to the FIU T&P Manual, abstentions should be rare. The reason that abstentions are discouraged is that the Department PPC and the College Committee find abstention votes impossible to interpret.

Tenure and Promotion are considered in separate votes. However, tenure cannot be granted to an Assistant Professor unless he/she obtains a vote sufficient for promotion to Associate Professor.

Any department member with a conflict of interest is excluded from the voting. Conflicts of interest will be determined prior to the voting and should be recorded as such on the Vote form in the candidate's file.

Department Letters

The PPC will write an evaluation letter to be placed in the candidate's T & P file. The letter will summarize the vote and will, in the words of the FIU manual, "thoroughly describe the role and function of the candidate in the department, the candidate's area of specialization, accomplishments, and contributions," and "discuss the candidate's strengths and weaknesses and any factors that might make the evaluation of the candidate difficult for others outside the field (p. 6)." The PPC letter may also include a discussion of the candidate's progress with respect to any issues raised in the third year review.

The Department Chair will write a separate evaluation letter to be placed in the candidate's file.

Any Department member who serves on the College Tenure and Promotion Committee and votes with the Department on a candidate's tenure and/or promotion cannot vote again on the candidate at the College Committee level.