

SCHOOL OF PUBLIC ADMINISTRATION PROMOTION AND TENURE CRITERIA Tenured and Tenure-Earning Faculty

I. Introduction

The School of Public Administration's (SPA) Promotion and Tenure (P&T) Committee reviews faculty members' credentials for P&T and submits its recommendation as one level of the university review process. These criteria provide guidelines to the committee members for their recommendations to faculty members seeking tenure and/or promotion. The SPA P&T criteria reflect the broad disciplinary and academic interests of SPA and various subfields. The granting of tenure and promotion are two separate decisions. The former represents a commitment to continued employment and the latter represents the recognition of substantial scholarly and professional achievements of faculty members within their academic discipline congruent with the rank being sought by the applicant.

II. Performance Categories for Tenure and Promotion

The SPA recognizes three basic categories of activities of faculty members as essential to the promotion and tenure process, including (a) teaching, (b) research, and (c) service. Below, the typical activities for faculty members within SPA in each area are listed

A. Teaching Activities

These activities are cumulatively measured following the SPA's Annual Evaluation Standards and Procedures.

1. Classroom instruction.
2. Online instruction.
3. Direction of independent studies, student research projects, internships, theses, and dissertations.
4. Academic advising.
5. Involvement and participation in workshops, seminars, and other forums which have as their principal themes or foci, curricular interests, teaching or the learning process.
6. Program and course development.

B. Research Activities

1. Publications.
 - a. The greatest weight in the P&T recommendation will be given to publications in international and national refereed journals (in either paper or electronic format) and original refereed scholarly books. Both the quality of the individual article and the quality of the journal as determined by journal ranking in the field will be considered.
 - b. Book chapters, research monographs, peer reviewed technical reports, and refereed conference proceedings are next in importance.
 - c. Book reviews, technical reports, and articles published in outlets that are not peer reviewed and are not targeted to a scholarly audience will receive less weight as evidence of research activity.
2. Preparation and proposal submission or acquisition of grants or contracts to conduct research.
 - a. Competitive research grants at the national, state, or local level will be considered evidence of research activity in P&T recommendations.
 - b. Non-competitive research grants and contracts will receive less weight as evidence of research activity.

3. Other scholarly activity.
 - a. Research activity may also be demonstrated through presentations at national and regional meetings, invited lectures, and citation by others.
 - b. Other scholarly activities in demonstrating involvement and level of recognition in the discipline may be considered but will generally receive less weight for scholarship.

C. Service Activities

1. Service to the University, College, or School.
 - a. Activity devoted to the administration of the School, College, and University.
 - b. Activity on a special task force that furthers the objectives of the University, College, and School.
 - c. Seeking and developing new ways to improve performance and make contributions to the School, College, and University.
 - d. Participation in conferences, courses, workshops, and seminars designed to enhance competence and understanding of academic or scholarly material.
2. Service to the scholarly discipline.
 - a. Participation in professional organizations related to faculty members' disciplines or general faculty roles.
 - b. Holding office in scholarly organizations.
 - c. Serving on or chairing committees in scholarly organizations.
 - d. Reviews or other critical assessments of scholarly work, including reviews of journal articles, books, and grant applications.
3. Activity that utilizes professional background and expertise in the community outside of the University.
 - a. Preparation and submission or acquisition of non-research grants and contracts.
 - b. Presentations to community groups.
 - c. Participation on boards or working groups that seek to improve or develop public administration, nonprofit management, and public planning and policy.
 - d. Service on or holding office in civic organizations.

III. Tenure (Note: Please review *UCF Promotion and Tenure Guidelines*, especially Article 15 and UCF Regulation 3.015, on Tenure definition, policy, eligibility, criteria, and procedure.)

To qualify for tenure application, tenure-earning faculty need to have established a strong record of successful teaching, research, and service activities that will be sustained throughout their academic careers. Evidence of academic performance shall meet University, College, and School expectations. Excellence in teaching, research, and service, and indications of continued excellence in these categories in the future are necessary for tenure. To acquire tenure, faculty members must demonstrate a significant contribution to their discipline, School, College, and University with the promise of continued contribution.

The quality of teaching performance, research, and service will be judged holistically by the School's P&T Committee on accomplishments throughout the years of teaching, not single indicators, or performance in discrete years.

A. Teaching Performance

To obtain tenure, the faculty member needs to demonstrate sustained high-quality teaching. Quality of teaching will be evaluated broadly. Evidence of quality of teaching include student evaluations, course syllabi, course content, course structure and design, curriculum development, assessment of student performance, assessment of learning outcomes, interactions with students as an academic advisor or student organization advisor, or other information that reflects the quality of instruction provided by the faculty member.

B. Research Performance

To acquire tenure, the faculty member must provide evidence of success in research. Evidence of quality research includes publications in refereed journals; monographs; books; book chapters, and other literary forums within the appropriate discipline. In order to be eligible for tenure consideration, faculty members must be able to demonstrate publications in such academic forums and the preparation of several more manuscripts for submission, or the equivalent thereof. Normally, faculty members seeking tenure are expected to publish a minimum of ten (10) peer-reviewed journal articles over a five-year period to be regarded as sound progression for P&T consideration. In addition, tenure-seeking faculty members are expected to be the first author for at least two (2) of their articles published in international and national refereed journals. Grant and/or contract activity including submitting proposals and receiving grants and/or contracts to support scholarly research is strongly encouraged.

Grants and contract proposals without scholarly contributions, however, will not meet the minimum expectations for tenure. Meeting the minimum requirement of publications is not necessarily sufficient to receive a positive recommendation for tenure.

C. Service Performance

In service, tenure-earning faculty are expected to provide evidence of service activity, as noted above, for each of the following levels -- the School, the College, the University, the Community, the Profession, and the Discipline.

IV. Promotion

A. Guidelines for Promotion – Tenured and Tenure Track (Note: Please review Article 14 of the Collective Bargaining Agreement (CBA) and UCF Regulation 3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty for eligibility, university criteria, and procedures for tenured and tenure-earning faculty.)

As with tenure criteria, the broad range of legitimate activities possible for faculty members precludes extensive specification of criteria for promotion. Beyond the general criteria for tenure, faculty members seeking promotion to the rank of Associate Professor are encouraged demonstrate the following performance.

Promotion to Associate Professor

- a. The expectations for promotion to the rank of associate professor shall include the demonstration of excellence in the quality of teaching, research, and service activities and the potential for continued excellence.

In research, faculty must provide evidence of scholarship ability. The primary evidence includes publications (minimum of 10) in international and national refereed journals, research contracts and/or grants, and other research and creative activities. Both quality and

- quantity of research products are required for a positive recommendation for tenure. All faculty members acquiring the rank of associate professor must have demonstrated their ability for successful productivity in scholarship, and the potential for sustained success.
- b. In service, faculty members must have a strong record of excellence, including service to the School, the College, the University, the Community, the Profession, and the Discipline.

Promotion to Professor

- a. To qualify for promotion to professor, faculty members must demonstrate the following that distinguishes them from faculty members of other ranks, and reflects the potential for continued excellence:
 - a. Sustained performance in scholarship
 - b. National and international recognition, and
 - c. Major contribution to the School, the College, and the University.
- b. Teaching must be of sustained high quality as demonstrated by annual performance evaluations.
- c. In scholarship, faculty members must demonstrate substantial successful productivity. Conventional evidence of faculty members' scholarship includes publications, citation by other scholars, and grants and/or contracts. Both quality and quantity of publications are important and determined on a case-by-case basis. However, a substantial number of publications, and grants and/or contracts since promotion to the rank of Associate Professor is required. Faculty members seeking promotion to the rank of Professor are expected to publish an average of two (2) quality articles in international and national refereed journals articles per year. Scholarly book authorship or editorship may be substituted for journal articles. In addition, the impact of the scholarship is important and should be supported by citation analysis.
- d. In service, faculty members must have a strong record of excellence and leadership, which may take the form of service to the School serving as, but not limited to, a program director or center director; mentoring junior faculty; or chairing SPA committees. At the College and University level, this strong service may take the form of membership or leadership on elected committees. At the community level, this may be service on nonprofit boards or volunteering for nonprofit organizations related to professional area of expertise. For the Profession, this is demonstrated through active section membership and leadership for appropriate professional organizations, and for the discipline at the national level service would be demonstrated by service on journal editorial boards.

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