

# **SCHOOL OF PUBLIC ADMINISTRATION PROMOTION AND TENURE GUIDELINES**

## **I. Introduction**

The School of Public Administration's (SPA) Promotion and Tenure Committee reviews faculty credentials for promotion and tenure and submits its recommendation as one level of the university review process. This document is to provide recommendations and guidelines to the committee for awarding tenure and promotion and the faculty seeking tenure and/or promotion. The guidelines reflect the broad disciplinary and academic interests of the School 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 in academic discipline congruent with the rank being sought by the applicant.

## **II. Performance Categories for Tenure and Promotion**

The mission of the School is "to provide the highest quality graduate and undergraduate education for current and prospective public service officials in public and nonprofit organizations." The School recognizes three basic categories of activities as essential to the promotion and tenure process. They are teaching, research, and service. Below, the typical activities for each area are listed (Note: See the School Annual Evaluation Standards and Procedures for additional information).

### **A. Teaching Activities**

These activities are measured following the School of Public Administration's Annual Evaluation Standards and Procedures using the Teaching Portfolio submitted with the annual report each year by faculty members.

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 promotion and tenure decisions will be given to publications in refereed journals (in either paper or electronic format) and original 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 promotion and tenure decisions.
  - 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. These activities are important in demonstrating involvement and level of recognition in the discipline but will generally receive less weight for scholarship.

### **C. Service Activities**

1. Service to the University, College, or School/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 Department/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, 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 services, 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 Promotion and Tenure Committee on accomplishments throughout the years of teaching, not single indicators, or performance in discrete years. The Annual Evaluation from the Director and the Cumulative Progress Evaluation from the School Promotion & Tenure Committee may be considered by the Committee.

### **A. Teaching Performance**

To obtain tenure, the faculty member needs to demonstrate sustained high quality of teaching. Teaching performance demonstrated by tenure-earning faculty must be above satisfactory in their annual evaluation. 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 seeking tenure are expected to publish a minimum of **ten (10) peer-reviewed journal articles over a five year period** to be regarded as eligible for promotion and tenure consideration. In addition, tenure-seeking faculty are expected to be the first author for at least two (2) of the manuscripts. Grant and contract activity 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 acquire tenure. The research work demonstrated by tenure-earning faculty must be above satisfactory in their annual evaluation.

### **C. Service Performance**

In service, tenure-earning faculty are expected to provide evidence of service activity for each of the following levels -- the School, the University, the Community, the Profession, and the Discipline. The service work demonstrated by the tenure-earning faculty must be above satisfactory in their annual evaluation.

## **IV. Promotion**

**A. Guidelines for Promotion – Tenured and Tenure Track** (Note: Please review *UCF Promotion and Tenure Guidelines*, especially Article 14 and UCF Regulation 3.015 on Promotion policy, eligibility, criteria, and procedures for tenured and tenure-earning faculty.)

As with tenure criteria, the broad range of legitimate activities possible for faculty precludes extensive specification of criteria for promotion. Beyond the general criteria for tenure, faculty seeking promotion to 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.
- b. In research, faculty must provide evidence of scholarship ability. The primary evidence includes publications (**minimum of ten (10)**) in scholarly journals and other academic outlets, research contracts and grants, and research and creative activities. Both quality and quantity

- are required for receipt of 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.
- c. In service, faculty must have a strong record of excellence. This may take the form of service to the School, the University, the Community, the Profession, and the Discipline.

## 1. Promotion to Professor

- a. To qualify for promotion to professor, faculty members must demonstrate the following that distinguishes them from faculty 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 and the university.
- b. Teaching must be of sustained high quality as demonstrated by annual performance evaluation.
- c. In scholarship, faculty must demonstrate substantial successful productivity. Conventional evidence includes publications and citation by other scholars. Both quality and quantity of publications are important and determined on a case-by-case basis. However, a substantial number of publications since promotion to Associate Professor is required. Faculty seeking promotion to full professor are expected to publish an average of two (2) quality peer reviewed journal articles per year. Scholarly book authorship or editorship may be substituted for journal articles. In addition, the impact of the scholarship should be supported by citation analysis.
- d. In service, faculty must have a strong record of excellence and leadership. This may take the form of service to the School serving as a program director, center, or school director. At the University level this may take the form of membership on elected committees. At the Community level this may be service on nonprofit boards or volunteering for nonprofit organizations. 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 editorial boards.

## V. Committee Election Procedures

### A. Procedure for Promotion and Tenure Committee

1. Composition of the School Promotion and Tenure Committee:
  - a. For the purposes of evaluation candidates seeking promotion to the rank of Associate Professor, the Committee shall consist of at least three faculty currently holding the rank of Associate or Full Professor.
  - b. For the purposes of evaluation of candidates seeking promotion to the rank of Full Professor, the Committee shall consist of those faculty members currently holding the rank of Full Professor.
2. Election of Committee Chair:
  - a. The committee shall consist of all tenured faculty members in the School.
  - b. Faculty members serving on the college or division promotion committee and the school director or unit head may not serve on the school tenure and promotion committee, participate in discussions related to candidates, or vote on candidate's files.
  - c. The Committee shall elect a Committee Chair. The election shall take place at the beginning of the academic year.
2. Responsibilities of the Promotion and Tenure Committee Chair:
  - a. Review the university Promotion and Tenure Schedule found in the University Promotion and Tenure Guidelines and schedule all School meetings and deadlines accordingly.
  - b. Request names of those people who will be reviewed in some manner during his/her tenure as Committee Chair from the School Director

- c. Call meetings of the Committee – the Committee must meet during the Spring Semester in order to conduct Cumulative Progress Evaluations (CPE) for tenure-earning faculty members.
  - d. Perform other necessary functions associated with completion of the required forms on behalf of the Committee for tenure reviews, promotion reviews, and annual reviews.
  - e. Advise the School Director of the progress of tenure-earning faculty by date indicated in the university Promotion and Tenure Schedule for that year.
3. Nomination of Outside Reviewers:
- a. If tenured or tenure-earning faculty members are to undergo a tenure or promotion review, a panel of outside reviewers for each faculty person will be required. No external reviewers can have served on the candidate’s dissertation committee, acted as a post-doctoral mentor, or have been a close collaborative colleague.
  - b. By a date in accordance with the university Promotion and Tenure Schedule, the Committee Chair shall convene a meeting of the Committee to establish the panel of names of outside reviewers. Alternatively, the panel of names of outside reviewers may be developed through electronic communications as described in the procedures below.