

UCF 3.015 - Promotion and Tenure of Tenured and Tenure-earning Faculty

(1) Policy.

- (a) University of Central Florida (UCF) adheres to the provisions of any applicable collective bargaining agreement regarding promotion and tenure procedures.
- (b) There shall be sufficient discipline flexibility in interpretation of the standards for promotion so that faculty members may have a reasonable expectation of fulfilling the requirements.
- (c) A typical faculty member applies for promotion to associate professor and tenure at the same time. The required materials for both promotion and tenure will go forward simultaneously. Votes on tenure and promotion shall be separate and concurrent; they shall occur successively at department/school, college, and if applicable university levels.
- (d) The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.
- (e) If a tenure-earning faculty member has at least four (4) years of tenure-earning credit (at least six years for faculty in the College of Medicine) as of the effective date of a modification to the applicable tenure criteria, the employee shall be evaluated for tenure under the criteria as it existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to the commencement of the tenure consideration that they choose to be evaluated under the newly adopted criteria.
- (f) Tenure may be transferred from one department/school to another with the approval of the faculty member, the dean, and the provost, as well as the chair/director and faculty of the new department/school.
- (g) Faculty serving on promotion and tenure committees charged with reviewing and making promotion recommendations shall hold rank at or above the rank to which the candidate is applying. Additionally, faculty making tenure recommendations shall hold tenure.
- (h) If at any stage in the process, a correction to the dossier is needed, or an issue arises, the provost's representative may make corrections to the dossier, or place the review of the candidate's dossier on hold until all issues related to the dossier are resolved. If the dossier is placed on hold, the candidate shall be notified within five (5) calendar days of this action.
- (i) When a candidate is serving in an administrative position at the level of chair or director or higher, or when a conflict of interest exists, the dean's office shall consult with Faculty Excellence to identify an appropriate person to guide the candidate's promotion process.

(2) Promotion and Tenure Timing.

A tenure-earning faculty member will typically begin the tenure application process in the spring preceding the sixth year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). Faculty typically will submit their dossier in the fall of the 6th year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members with strong records may also choose to apply for tenure prior to their scheduled year. Faculty may also be hired with years of credit toward tenure. The number of years of tenure credit that will count toward the faculty member's eligibility shall be agreed upon at the time of hire and approved by the chair/director, dean and provost representative. Faculty members may choose to voluntarily rescind such credit prior to the application year. In certain

situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.

(3) Criteria.

- (a) Promotion. Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or school, by the candidate's college, and by this regulation.
- (b) Promotion to associate professor. Promotion from assistant to associate professor calls for excellence in instruction and substantial contributions in research and/or creative activities, as well as, appropriate service contributions. It is expected the candidate's research and/or creative activity have a significant impact, as typically indicated by national recognition. Productivity and quality both matter in assessing a candidate's contributions to instruction, research and creative activities and service.
- (c) Promotion to professor. Promotion to professor is awarded on the basis of distinction at the national and/or international level with the promise of continued contribution and not on the basis of longevity. The rank of professor reflects not only an individual's contributions within the institution, but also denotes a reputation as a leading scholar and researcher among one's academic peers on a national and/or international level. Substantial contributions of a continuing nature in each of the areas evaluated, beyond that expected of an associate professor, are necessary components for the achievement of the rank of professor.
- (d) Tenure. Tenure is awarded upon the demonstration of distinctive and sustained performance. The conferral of tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community throughout their career.
- (e) Promotion and tenure decisions represent an evaluation of the faculty member's potential for the future, and their ability to effectively fulfill their responsibilities as a member of the university community including an appreciation of the commensurate emphasis on academic freedom and academic responsibility.
- (f) Standards for Promotion and Tenure.
 1. Standards for promotion and tenure criteria shall take into account the mission and needs of the university and specifically address three areas: research, scholarly, and creative activities; instruction; and service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. Both productivity and quality of performance are assessed in evaluating a candidate's record.
 2. Specific criteria for promotion and tenure are available in each department or school and college in the university. These criteria include demonstrated effectiveness in facilitating student learning, demonstrated quality and impact of research and creative activities, recognition as an authority in the field, and potential for continued professional growth. Department/school promotion and tenure criteria shall be developed and/or revised by a committee of tenure earning and tenured faculty elected by all tenure earning and tenured faculty in the department/school. Department or school specific criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the department or school, the department chair or school director, the dean, and the provost or designee.
 3. College criteria shall be developed and/or revised by a committee of tenure earning and tenured faculty. Tenure earning and tenured faculty from each

- department/school shall elect a tenure earning or tenured faculty to serve on this college level committee. College criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the college, the dean, and the provost or designee. Approved college criteria will be available in each college.
4. As a Ph.D.-granting research university, UCF places heavy emphasis on sustained and significant performance with regard to the impact of research, scholarly, and creative activities of faculty members seeking tenure and/or promotion. Consideration shall be given to all evidence related to research, scholarly, and creative activities contained or explained in the candidate's dossier including, but not limited to, publications, grants, research presentations, evidence of societal impact and awards.
 5. The university defines and evaluates instruction broadly. All types of teaching and teaching-related activities shall be considered as instruction, including overseeing theses and dissertations. Demonstrated effectiveness in facilitating student learning is expected. Assessment of instructional excellence and effectiveness shall include evaluation of all materials provided in the candidate's dossier.
 6. Professional service to the candidate's department or unit, college, the university, profession, and the public shall be included as service.

(4) General Procedures.

(a) Overview.

1. The promotion and tenure process shall be initiated by the faculty member in consultation with the department chair or school director and evaluated successively by the department or school promotion and tenure committee, the department chair or school director, the college promotion and tenure committee, the dean of the college, and if applicable, the university promotion and tenure committee. The final decision of promotion and recommendation regarding tenure will be made by the provost and president. Tenure becomes official with final approval of the University of Central Florida's Board of Trustees.
2. It is the responsibility of the candidate to ensure that the promotion dossier is accurate, complete, and meets established deadlines for submission.
3. Each spring a schedule of important dates in the promotion and tenure cycle will be posted on the Faculty Excellence website.
4. Recommendations by department chairs or school directors, deans, and all committees must be complete and concise, citing reasons for the recommendation that are based on evidence contained or explained in the candidate's dossier.
5. In cases where a faculty member is in an academic unit but strongly affiliated with another unit (e.g. a center, institute, cluster, or other entity), the tenure and promotion process will be undertaken through the academic unit to which the faculty member belongs. Upon review of the candidate's materials, written recommendations by all supervisors shall be provided to the chair/director to include with their review and recommendation. In cases where a faculty member has a joint appointment with two different academic units, the tenure and promotion process will be undertaken through the primary academic unit, but with written recommendations included in the file by both supervisors upon a review of the candidate's materials.

6. Faculty may be hired with tenure when the person has held tenure at another institution of higher education and/or when their record meets departmental/school, college and university expectations for tenure. Candidates for tenure upon hire must submit application materials to the department or school to which they are applying. Tenured faculty in the department or unit will interview or evaluate the candidate and vote to recommend for or against tenure in that department or school and the votes shall be documented. The department chair or school director shall submit their recommendation, the candidate's materials, and the faculty vote to the dean. The dean shall forward their recommendation, the department or school faculty recommendation, the candidate's materials, and a completed "Tenure upon Hire" form to Faculty Excellence for provost's review. Tenure shall be awarded upon recommendation by the president and approval by the Board of Trustees.
- (b) External review.
1. In consultation with the department chair or school director, each faculty member being considered for promotion and/or tenure shall prepare materials to be forwarded to external reviewers by the department chair or school director. These materials will include department or school criteria, college criteria, this university regulation, a current curriculum vitae, and other research documentation as deemed appropriate by the department or school.
 2. External reviewers primarily provide comments about the quality and impact of the candidate's scholarly research and creative activity within their common discipline or area of study. Typically, external reviewers will hold the rank of professor. The preponderance of the external letters should come from individuals holding tenured positions at very high research activity universities, as designated by the Carnegie Foundation.
 3. The department chair or school director and the department or school promotion and tenure committee shall jointly nominate four external reviewers; and the faculty member being considered for promotion shall nominate their own four external reviewers. The candidate will select two reviewers from the department's or school's list and rank the remaining reviewers from the list. The department chair or school director, in consultation with the department or school promotion and tenure committee, shall select two reviewers from the candidate's list and rank the remaining reviewers on the candidate's list. The list of reviewers should include individuals who are able to provide an independent evaluation of the candidate. Therefore, reviewers should not be selected, and should not provide a letter where a potential conflict of interest exists (see (5)(d) below). To expedite the external reviewer process, it may be beneficial for the candidate and department to create secondary lists of potential reviewers should all individuals from the original lists decline. All letters that are received must be included in the dossier and if more than four letters are received, the chair/director should explain the circumstances that led to this result.
 4. Only the department chair or school director shall contact each of the four selected reviewers to ascertain their willingness to review the candidate's materials for promotion. Should a potential reviewer agree to undertake the review, a standard letter provided by Faculty Excellence shall be used by the department chair or school director for the purpose of providing review materials to the external reviewer. Should any decline, the department chair or school director shall contact the next ranked reviewer. If the declining reviewer

is from the candidate's list, then the next reviewer on that list would be contacted; if the declining reviewer is from the department's or school's list, then the next reviewer on that list would be contacted. If at any time too many potential reviewers on either list have declined so that there will not be enough external letters for the candidate's application, the process outlined above starts over to identify new reviewers to add to the corresponding list. External letters of evaluation must be available to the candidate for review unless they waive their right to view them. Candidates must complete and provide their chair/director documentation of their waiver before external letters are solicited. External reviewers must be notified in the solicitation letter whether the candidate chose to waive their right to review the letter.

5. Once the promotion and tenure review process has started, the candidate is not to have any unnecessary contact with the external reviewers until the requested review letter is received by the university.
6. Candidate Dossier. A promotion and tenure dossier shall be accompanied by the supporting materials listed and described on the Faculty Excellence website,
7. Dossier additions may be made by the candidate at any time prior to the provost's recommendation and may include items such as: publication acceptances, newly funded grants, or scholarly awards received. Depending upon the timing of an addition, newly added material may not be considered by all committees.
8. Candidates may withdraw the dossier any time before the provost's final recommendation.

(5) Committee Procedures Applicable to All Promotion and Tenure Committees.

- (a) Because of the importance of the promotion and tenure process, when the committee meets to consider a candidate's application, all eligible members should be present and each member should have thoroughly reviewed each candidate's dossier. Eligible members are those at or above the rank a candidate is applying to. Those voting on tenure must hold tenure at UCF. Committees will be professional in their decision-making process and make recommendations solely based on department or school and college criteria, this regulation and the materials contained or referenced in the candidate's dossier. The committee's recommendations should focus on evaluating the candidate and explaining the reasons for their recommendation rather than copying information from the candidate's dossier. In cases where the votes are split, the summary of discussion must elaborate on the reason(s) for positive and negative votes. Because evaluative personnel records are being discussed, only committee members may be present for a given meeting. Committee discussions and the materials reviewed must remain confidential and therefore not discussed or shared by committee members outside of the committee meeting(s). The use of recording devices is prohibited during committee meetings and deliberations. Administrative support may be provided to the committee for the purpose of conducting a secret ballot vote.
- (b) Retired faculty may not serve on a promotion and tenure committee at any level. In addition, any faculty member who, because of serious illness or extended absence for work, cannot complete the evaluation process should not serve on a promotion and tenure committee at any level.
- (c) A faculty member may only serve and participate on one committee and vote once per candidate during the process
- (d) Faculty serving on promotion and tenure committees at any level shall not render decisions or participate in review or discussion on any candidate where a conflict of

interest exists. A conflict of interest is defined as a divergence between an individual's private interests and their employment obligations to the university such that an independent observer may reasonably question whether the individual's actions or decisions are partially or wholly influenced or determined by considerations other than the best interest of the university. Examples include but are not limited to: where the faculty member and the candidate are relatives (see University Policy 3-008.2 for the definition of relative); where the faculty member has an outside financial interest in or with the candidate; where the faculty member has a substantial publication record with the candidate such that the unique contributions of the candidate cannot be determined; where the faculty member supervised the candidate's dissertation, thesis or post-doctoral appointment.

- (e) When to identify a conflict of interest. A faculty member serving on a promotion and tenure committee at any level should identify a conflict of interest with regard to a particular candidate prior to the review of the candidate's dossier. Where the faculty member knows there is a conflict of interest with the candidate, it is improper for the faculty member to review the candidate's dossier. There may be circumstances in which a faculty member serving on a promotion and tenure committee may not know in advance of a conflict of interest. In such instances, as soon as the conflict of interest is identified, the faculty member must identify the conflict to Faculty Excellence and remove themselves from the process and all discussions and votes pertaining to that candidate and may not further review the candidate's dossier. If there is a question regarding conflict of interest and committee service, Faculty Excellence can provide assistance.
- (f) Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meetings and a process to ensure the secret ballot polling of members has been established. When remote attendance is used, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the member(s) attending remotely. The use of recording devices is prohibited during committee meetings and deliberations.

(6) Committee Procedures at Department, College, and University Levels.

- (a) Department or school promotion and tenure committee.
 - 1. A department or school promotion and tenure committee shall be established to provide promotion and tenure recommendations to the department chair or school director and shall consist of all tenured department or school faculty at or above the rank being sought by candidates in the department or school. In instances when a department or school has fewer than three (3) full-time tenured faculty at the rank required, additional tenured faculty at the rank required must be added from other related disciplines within the college or university. The department chair or school director, in consultation with the dean and department or school faculty, shall identify (a) potential committee member(s) who is or are willing to serve in this role. The same committee member(s) must serve on the department or school committee for all candidates seeking promotion and tenure for that cycle, in that department or school.
 - 2. Committee members may not serve on or participate in a department or school promotion and tenure committee if they have been elected to represent the department or school on the college promotion and tenure committee in the same college, the university promotion and tenure committee, or serve as a department chair or school director in the same college.

3. The department chair or school director shall call the initial meeting to organize and charge the committee. The promotion and tenure committee chair shall be a member of the promotion and tenure committee elected by majority vote of its members and shall call the promotion and tenure committee into session to transact such business as required. A quorum shall consist of the attendance of all eligible committee members, when practicable, but not less than a majority of the committee members or fewer than three persons.
 4. Each department promotion and tenure committee member shall be present to vote on the candidate being evaluated and may only vote on dossiers they have personally reviewed. The vote shall occur after committee discussion, and the results shall be documented. Each evaluation and recommendation must be accompanied by an assessment of the candidates qualifications for tenure and/or promotion and include an explanation of the promotion and tenure committee's recommendation. Simply restating the numerical vote in the narrative is not sufficient.
 5. In addition to the evaluation and assessment, the promotion and tenure committee chair must also provide the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - (ii) The results of the secret ballot of the tenured faculty (for tenure) and tenured faculty at or above the rank (for promotion) for each candidate;
 6. The promotion and tenure committee's evaluation and recommendation will be transmitted to the faculty candidate for review and optional response.
 7. Evaluated faculty members may review and, if desired, provide a response to the committee's evaluation and recommendation within five (5) calendar days after receipt of notice of the department promotion and tenure committee's recommendation. Any response will become part of the candidate's dossier.
 8. After the five (5) days available for the candidate's optional response has passed, the department chair or school director will review the dossier and recommend in favor of or against promotion and tenure.
 9. An evaluated candidate may review and, if desired, provide a response to the department chair or school director's evaluation and recommendation within five (5) calendar days after receipt of notice of the department chair or school director's recommendation. Any response will become part of the candidate's dossier.
 10. Following the five (5) calendar day period for optional response by the candidate, the candidate dossier will advance to the college committee.
- (b) College promotion and tenure committee.
1. A college promotion and tenure committee consisting of one (1) tenured faculty member at the rank of professor elected from each department or school shall be established to provide promotion and tenure recommendations to the dean; if no tenured professor is available in a department or school, then a tenured associate professor may be elected but cannot participate or vote in discussions relating to faculty candidates for the rank of professor.
 2. Department chairs or school directors and ranked deans (e.g. assistant and associate) may not serve on the college promotion and tenure committee.
 3. Each college promotion and tenure committee member shall serve a term of two academic years. Terms shall be staggered to provide for continuity and uniformity of committee action.

4. College promotion and tenure committee members may not serve two successive terms, except in departments or schools with only one professor eligible to serve.
5. With ample notice, vacancies on the college committee are filled by eligible faculty during the term in which they occur from the same department or school, but only for the remainder of the departed person's term.
6. Faculty members serving on a department or school promotion and tenure committee within the same college or the university promotion and tenure committee may not serve on, attend, or participate in discussions with the college promotion and tenure committee. Faculty members serving on the college committee may not attend or participate in department promotion and tenure committee meetings.
7. Colleges with fewer than three departments or schools shall elect tenured professors to serve on the college promotion and tenure committee to attain a minimum of three committee members. If fewer than three tenured professors are available to serve, supplemental faculty from other colleges will be added to the college promotion and tenure committee. The dean, in consultation with the college faculty, shall identify potential candidates who are willing to serve in this role. These supplemental committee members shall be tenured professors; the same supplemental committee member must serve on the college committee for all candidates seeking promotion and tenure for that cycle in that college.
8. The college dean shall ensure members of the college promotion and tenure committee are elected at individual department or school meetings in the spring semester and will initiate and charge the college committee.
9. College promotion and tenure committee members shall not serve if any of the conflict of interest conditions noted in this regulation are present.
10. The college promotion and tenure committee chair shall be elected by a majority vote of its members and shall call the committee into session to transact such business as required.
11. A quorum shall consist of the attendance of all promotion and tenure committee members, when practicable. However, a quorum shall not be less than a majority of the college promotion and tenure committee members or fewer than three persons.
12. The college promotion and tenure committee shall complete an evaluation and recommendation based on department or school and college criteria for each candidate for promotion and tenure.
13. Each college promotion and tenure committee member shall vote by secret ballot on each case considered, and the result shall be documented. Promotion and tenure committee members must be present to vote and may only vote on dossiers that they have personally reviewed and participated in committee discussions about. Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established. When remote attendance is incorporated, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the committee member(s) attending remotely.
14. Each evaluation and recommendation should focus on evaluating the candidate and explaining the reasons for their recommendation, rather than copying information from the candidate's dossier. In cases where the votes are split, the

summary of discussion must elaborate on the reason(s) for the positive and negative votes.

15. In addition to the evaluation and recommendation, the college promotion and tenure committee chair shall transmit the following:
 - (i) The record of attendance of all college promotion and tenure committee meetings;
 - (ii) A record of the official committee votes;
 16. Each evaluated candidate may review and, if desired, provide a written response to the committee's evaluation and recommendation within five calendar days after receipt of the college promotion and tenure committee's recommendation. Any response shall be contained in the candidate's application dossier. The dossier will be transmitted to the dean for review after the optional response period has ended.
- (c) Dean Review.
1. The dean will review the candidate's dossier and recommend in favor of or against the candidate's application for promotion and/or tenure and then transmit their recommendations and comments to the candidate for review and optional response.
 2. Within five (5) calendar days, the candidate may review and respond to the dean's recommendations. Any response will become part of the candidate's application dossier.
 3. Once the five (5) calendar day period for optional response by the candidate has passed, the dossier will move forward to the next step.
- (d) University promotion and tenure committee.
1. The university promotion and tenure committee shall be established to provide promotion and tenure recommendations to the provost. The university promotion and tenure committee is a reporting committee of the Faculty Senate. It shall consist of one (1) tenured faculty member from each college who hold the rank of professor and is an active scholar within their discipline. If a college lacks a tenured professor, the college will not be represented on the university promotion and tenure committee. Department chairs or school directors and ranked deans may not serve on the university promotion and tenure committee.
 2. Each college shall provide one university promotion and tenure committee member, who has been elected by the tenured and tenure-earning faculty of that college, to serve for staggered two-year terms. The university promotion and tenure committee chair is elected annually by the university promotion and tenure committee at its first meeting.
 3. Vacancies are filled during the term in which they occur from the same college for the remainder of that person's term and the person shall not have served on any other promotion and tenure committees in that cycle.
 4. The provost will schedule the initial meeting to charge the university promotion and tenure committee. All members of the committee should be present. If a committee member is not able to attend, they must meet with the provost or designee before participating in committee work.
 5. University promotion and tenure committee members shall not serve and when any of the conflict of interest conditions noted in this regulation are present.
 6. The university promotion and tenure committee shall review the evaluation materials of tenured or tenure-earning faculty under consideration; except that those dossiers that have received unanimously positive votes from all prior

levels of review shall move directly to the provost for review. The provost may request review of a dossier by the university promotion and tenure committee prior to the Provost making a final recommendation.

7. A quorum shall consist of the attendance of all university promotion and tenure committee members, when practicable. However, a quorum shall not be less than seventy (70) percent of the university promotion and tenure committee members.
 8. The university promotion and tenure committee shall complete an evaluation and recommendation for each candidate assigned for review for promotion and tenure. Each university promotion and tenure committee member, unless recused, shall vote on each case considered and the result shall be documented. A university promotion and tenure committee member must be present to vote and may vote only on dossiers that they have personally reviewed. Remote attendance may be used at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established. The use of recording devices is prohibited during committee meetings and deliberations.
 9. Each evaluation and recommendation must be accompanied by an explanation of the university promotion and tenure committee's action, including an explanation of positive and negative votes.
 10. The university promotion and tenure committee chair shall transmit the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - (ii) The university promotion and tenure committee's evaluations and recommendations;
 - (iii) The results of the secret ballots for promotion and tenure for each candidate.
 11. The evaluated candidate will then have five (5) calendar days in which to review, and if desired, provide a response to the university promotion and tenure committee's recommendations. Any response will be contained within the dossier and the dossier will then be transmitted to the provost.
 12. Provost Review. The provost will review the candidate's dossier and make their recommendations in favor or against the candidate's application for promotion and/or tenure based on the materials contained or referenced in the candidate's dossier.
- (e) Promotion Decision and Notification.
1. Final promotion decisions are made by the president and provost, while tenure decisions reside with the Board of Trustees. The provost presents recommendations for tenure to the university Board of Trustees. Only with affirmation by the university Board of Trustees is tenure awarded.
 2. Promotion and tenure become effective at the beginning of the succeeding academic year.
 3. If a faculty member is denied promotion and/or tenure, they have the option of using a grievance process to contest the outcome. In-unit faculty must follow the grievance procedure in the current collective bargaining agreement and non-unit faculty must follow the grievance procedure in Regulation UCF-3.036.