

PROMOTION, TENURE, AND PERMANENT STATUS  
CRITERIA AND GUIDELINES

UNIVERSITY OF FLORIDA  
INSTITUTE OF FOOD AND AGRICULTURAL SCIENCES

Spring 2004

*A REFERENCE DOCUMENT FOR THE UNIVERSITY  
ACADEMIC PERSONNEL BOARD*

## Introduction

## IFAS Overview

### Criteria or Promotion, Tenure and Permanent Status State Faculty

#### General Criteria

#### Promotion to Associate Professor

*Faculty with CALS Assignment*

*Faculty with FAES Assignment*

*Faculty with FCES Assignment*

*Faculty Service*

#### Promotion to Professor

### County Faculty

#### General Criteria

Promotion to Agent II

Promotion to Agent III

Promotion to Agent IV

## Procedures for Solicitation of Letters of Evaluation

## INTRODUCTION

This document delineates the criteria for promotion, tenure and permanent status of faculty for the University of Florida Institute of Food and Agricultural Sciences (UF/IFAS). It also outlines the procedures for solicitation of letters of evaluation. In addition, due to the unique statewide mission and responsibilities of UF/IFAS, the document provides information about the academic structure of UF/IFAS and its promotion, tenure and permanent status procedures. Hopefully this information will be helpful to the University Academic Personnel Board.

## IFAS OVERVIEW

IFAS is a major programmatic unit of the University of Florida. It is administered by the

Vice President for Agriculture and Natural Resources. The mission of UF/IFAS is to develop knowledge in agricultural, human, and natural resources and the life sciences, and make that knowledge accessible to people to sustain and enhance the quality of human life. This tripartite mission is carried out through three closely related functions: teaching, research, and extension. Each function is discharged by a programmatic unit/college that is administered by a Dean. The teaching is accomplished by the College of Agricultural and Life Sciences (CALs), administered by the Dean for Academic Programs. The research mission is accomplished by the Florida Agricultural Experiment Station (FAES), administered by the Dean for Research, and the extension mission is accomplished by the Florida Cooperative Extension Service (FCES), administered by the Dean for Extension. All Deans have statewide leadership responsibility for their function.

Academic programs are carried out through the College and Agricultural and Life Sciences, the School of Forest Resources and Conservation, the College of Veterinary Medicine (jointly administered with the Health Science Center), and the Research and Education Centers. The research and extension programs are carried out by faculty with appointments in the Florida Agricultural Experiment Station and in the Florida Cooperative Extension Service. These programs are located in Gainesville and in 15 research and education centers located throughout Florida. These programs involve participation in seven multi-disciplinary centers, CALs, the School of Forest Resources and Conservation, the College of Veterinary Medicine, Florida Sea Grant Program and 20 discipline or commodity-oriented IFAS departments. Extension is further carried out through county extension faculty located in offices in all 67 counties of Florida and through the Seminole Tribe in cooperation with the various Boards of County Commissioners and the United States Department of Agriculture.

UF/IFAS faculty hold twelve-month appointments and are assigned and budgeted to CALs (Teaching), and /or FAES (Research), and/or FCES (Extension). Assignments vary in percent FTE as assigned by the three programmatic units. The FTE for a faculty member will rarely be 100 percent CALs, FAES or FCES, but will normally be some combination of these functions. Thus, unlike the rest of UF, most IFAS faculty carry significant assignments in more than one "College." This mandates a broader and often different analyses of performance for promotion, tenure and permanent status. At UF, each college has a committee to review promotion and tenure nominations. In IFAS, there are several colleges; our faculty will have assignments in more than one IFAS "college." Therefore, rather than having separate "college" committees to review portions of a faculty member accomplishments, the three "colleges" have a combined committee that represents all of IFAS. This is different model than found elsewhere at UF. Because of this arrangement, more than one Dean will typically sign a nomination.

Service is not normally a specific assignment in terms of percent FTE, but all UF/IFAS faculty are expected to perform service functions as a part of their teaching, research, and/or extension assignment.

With the exception of county faculty, faculty are in academic departments. Their assignments are on the Gainesville campus or at one of the 15 REC's located throughout

the state. County faculty are assigned to one of five districts and are housed in county offices in each of the 67 counties and the Seminole Tribe.

Promotion, tenure and permanent status are major forms of recognition of accomplishments and contributions by faculty in accordance with the mission and objectives of UF/IFAS, and in accordance with procedures of the University academic community. Therefore, UF/IFAS makes every effort to base its recommendations for promotion, tenure and permanent status on careful and judicious procedures which guarantee faculty rights and responsibilities established in the University's rule and which enable UF/IFAS to reward scholarship and professional achievement in accordance with the objectives of its three program entities, CALS, FAES and FCES.

## CRITERIA FOR PROMOTION, TENURE AND PERMANENT STATUS

### **STATE FACULTY**

#### General Criteria

This section describes UF/IFAS' application of the criteria for promotion, tenure and permanent status as provided within the University's Rule 6C1-7.019(3)(a)F.A.C. The rules states:

*The University's criteria for promotion or for granting of tenure shall be relevant to the performance of the work which the faculty member has been assigned to do and to the faculty member's duties and responsibilities as a member of the University community. These criteria recognize three broad categories of academic service as follows:*

- 1. Instruction, including regular classroom teaching, direction of theses and dissertations, academic advisement, extension programs, and all preparation for this work including study to keep abreast of one's field.*
- 2. Research and other creative activity including scholarly, peer-reviewed publications.*
- 3. Professional and public service.*

The three programmatic areas of IFAS encompass the above three areas of academic service. Appointment in CALS covers various aspects of instruction and advising, appointment in FAES covers research and scholarly activities, and appointment in FCES covers extension education and scholarship. Professional and public service are expected with all three appointments.

The granting of promotion, tenure and permanent status requires distinction in the appropriate area(s) of assignment. Faculty are expected to perform at an outstanding level in their assigned areas of responsibility with productivity that is proportional to their assignment. As previously indicated, regardless of the number of functional areas to which assigned, it is also expected that the faculty member will meet the professional responsibilities normally expected for service. The criteria for evaluating the faculty member's primary assignment (that function with the largest percent of FTE assigned) will prevail in the decision making process.

The general criteria for making recommendations for promotion, tenure and permanent status in the appointment areas of CALS, FAES, and FCES are:

## UF/IFAS Promotion and Tenure Criteria To Associate Professor

### Faculty with CALS Assignment:

For faculty with a teaching assignment in CALS, evidence of distinction as an educator (the scholarship of teaching) for that portion of FTE assigned to teaching is necessary. Distinction may be evidenced in a number of ways, including course and curriculum development and improvement, student and peer evaluations of instruction and advisement, and involvement in counseling students in programs of study and research including service on graduate committees and supervision of masters' theses, doctoral dissertations and other student research. Other indicators of distinction include the development and use of innovative teaching methods, teaching, contracts and grants, teaching awards, relevant publications, software and other creative activities, as well as the faculty member's involvement in professional development opportunities designed to enhance teaching proficiency and service to students, committees, and related activities. A teaching portfolio and a peer evaluation are required to be presented in the tenure and promotion packet. Guidelines are being finalized and will be available from the CALS Dean's office on April 1, 2001.

### Faculty with FAES Assignment:

For faculty with a research assignment in FAES, distinction in the scholarship of discovery is necessary for tenure and/or promotion. There must be evidence of an organized, significant and long-term research program proportional to the percent of FTE

assigned to FAES. Research distinction may be evidenced by scholarly work published in refereed journals, development of or contributions to publications for use by producers and other clientele, and scholarly products and activities such as books, patents, cultivar releases, software and other creative works. Other indicators include extramural support, interdisciplinary or cooperative research efforts, and scholarly presentations at professional meetings and conferences.

#### Faculty with FCES Assignment:

For faculty with a FCES assignment, effective contribution to the planned non-degree educational programs of UF/IFAS for that portion of FTE assigned to extension, is necessary for promotion and tenure. Distinction in this area may be evidenced by effectiveness in obtaining, integrating and organizing educational resources into programs directed to meet the needs of extension clientele (general public, producers, industry groups, families, youth and other relevant audiences), the design and implementation of educational experiences (the scholarship of application) appropriate to priority needs identified, the packaging of research based information into program materials such as bulletins, fact sheets, newsletters, mass media messages, electronic publications, distance education, and public displays, and the development and utilization of result demonstrations and other teaching methods as a part of the educational process. Other indicators include participation in professional development and training opportunities to remain current with scientific and methodological developments, extramural funds received, and recognition by clientele as a leader in the assigned areas of responsibility.

#### Faculty Service:

UF/IFAS faculty normally will not have a formal service assignment expressed as a percent of FTE, but in accordance with University Rule 6C1-7.010(2)(d)F.A.C. all are expected to be contributing citizens of the University and to contribute to their profession. Service may be evidenced and evaluated in a number of ways across assignments, including consideration of contribution to: 1) the orderly and effective functioning of the academic administrative unit and/or the total University; 2) the University community; 3) the local, state, regional and national communities, including scholarly and professional associations; and 4) the public school system.

## UF/IFAS Criteria for Promotion to Professor

The candidate must have attained a record of distinction in teaching, and/or research, and/or extension since promotion or appointment to the rank of Associate Professor. This includes the achievement of national or international recognition in at least one assigned

area of responsibility. The candidate is expected to be a contributing citizen of the unit and the University.

## **COUNTY FACULTY**

### General Criteria

This section describes UF/IFAS criteria for promotion and/or permanent status as provided within University Rule 6C1-6.009 F.A.C. County extension faculty applications for promotion and/or permanent status must reflect the following:

- Identifiable educational programs, reflecting advisory committee input, that:
  - address clientele or societal needs, problems, concerns or issues
  - target definitive audiences through the use of a variety of educational methods
  - reflect substantive progress or impact
  - reflect accountability to requisite stakeholders and interest groups
  - Evidence of involvement in the actual reaching of clientele, i.e. presentation of subject matter content through workshops, short courses, distance education, clinics, meetings, etc.
  - Evidence of writing and developing educational materials in support of planned programs, i.e. fact sheets, pamphlets, news articles, exhibits and radio/TV as appropriate, etc.
  - Evidence of effective working relationships with extension clientele.
  - Evidence of contribution to the total county extension program and effective working relationships with other extension faculty.
  - Program Leaders must have evidence of program leadership in their assigned area.
  - All nominees that are County Extension Directors must have, in addition to evidence of accomplishments within assigned area(s) of program responsibility, evidence of program leadership for all program areas in their county, i.e. agriculture, natural resources, family and community sciences, 4-H, marine, energy and/or community development. In addition, County Extension Directors should reflect leadership, and teaching in such areas as staff development and training, organization and training of advisory committees, budget development, and program accountability with county government and clientele groups.

### UF/IFAS Criteria for Promotion and Permanent Status

#### to Extension Agent II

Major consideration for promotion to Extension Agent II is determined by the items listed under the general criteria for promotion of all county extension faculty. In addition, the candidate shall hold a master's degree or be admitted to a graduate program and have at least 50% of the hours completed for the master's degree. Agents of Rank I being considered for permanent status are considered for promotion to Rank II at the same time.

## UF/IFAS Criteria for Promotion and Permanent Status

### to Extension Agent III

Major consideration for promotion to Extension Agent III are determined by the items under the general criteria for promotion of all county extension faculty. In addition, the candidate shall:

- hold a master's degree
- show promise of establishing a reputation as a leader in his/her field
- have produced creative work, professional writing, or conducted extension applied research

## UF/IFAS Criteria for Promotion and Permanent Status

### to Extension Agent IV

Major consideration for promotion to Extension Agent IV relate to excellence in educational programming and are determined by the items under general criteria for promotion of all county extension faculty. In addition, the candidate shall:

- hold a master's degree
- have at least area or statewide recognition for their educational programs within one or more assigned program areas, and evidence of contributions to the profession
- have above average performance evaluations
- have produced creative work, professional writing or conducted extension applied research of high quality

## PROCEDURES FOR SOLICITATION OF LETTERS OF EVALUATION

### FOR TENURE, PERMANENT STATUS AND PROMOTION

(The following guidance is provided to department chairs, district extension directors, research and education center directors in solicitation of letters of evaluation of applications for tenure and promotion). The chair, center director and district extension director, consulting with the senior faculty, proposes reviewers in the candidate's field to provide evaluation of the candidate's credentials for promotion and/or tenure. The candidate does likewise. The chair, center director or district extension director is responsible for the selection of the reviewers and solicitation of their evaluations of the candidate. Those selected will be representative of the lists developed by the candidate and the chair, center director or district extension director. In accordance with University guidelines, all solicited letters of evaluation received will be included in the candidate's application packet. It is recommended that from seven to eight letters of evaluation be solicited, with four to six from outside the University of Florida. A minimum of three outside letters is required by University rules. Letters should not be solicited from those who have taught the candidate or served on their graduate committees. Some of the letters should be from AAU Universities.

The reviewers should be individuals highly regarded in the candidate's field but not fellow graduate students, mentors, co-authors, etc. Letters from other institutions should normally be written by faculty of higher rank than the candidate. In order to give the reviewer an opportunity to develop a quality response, the reviewer normally should be given at least 30 days to respond. Reviewers should directly address the assigned responsibilities of the faculty member. Due to the nature of the UF/IFAS mission, letters from industry, allied agencies and other clientele may be important to the evaluation of faculty competencies and contributions in teaching, research service and extension.

The candidate, working with the department chair, center director or district extension director, will be responsible for developing a description of each reviewer's credentials. This information will be placed in the application packet with the letters of evaluation from the reviewers. The letter written by the department chair, center director or district extension director soliciting letters of evaluation should include specific areas to be addressed, plus a list of the applicant's publications, copies of representative publications, a copy of the extension program activities (if assigned to extension), and teaching accomplishments (if assigned to teaching). It is desirable to send the applicant's proposed promotion and/or tenure packet to the reviewer if prepared in time for the reviewer to adequately respond.

If a faculty member has waived his/her right to see the letters of evaluation, the letters will be considered confidential. The reviewers are to be advised of the waiver status in the letter of solicitation. The reviewers should also be made aware of the fact that court decisions suggest that the reviewer's letter may become public if litigation (or perhaps even grievance) procedures occur.

In accordance with University guidelines, unsolicited letters of evaluation or recommendation (letters not solicited by the department chair, center director or district extension director) may be included in the section at the rear of the packet under "further information" with the approval of the faculty member.