

School of Universal Computing, Construction, and Engineering Education Tenure and Promotion Guidelines

In all cases the School of Universal Computing, Construction, and Engineering Education (SUCCEED) will follow the Collective Bargaining Agreement, University Tenure and Promotion Guidelines, and CEC Tenure and Promotion Guidelines. This document is intended to provide SUCCEED-specific policies that are unspecified in those guidelines. *It is very important that faculty members considering applying for tenure and/or promotion consult the FIU tenure and promotion manual early in the process.*

The successful candidate for tenure and/or promotion in SUCCEED will have established a track record of excellence in their research, teaching and mentoring, and/or service as described in the subsequent sections for Tenure-Eligible/Tenured faculty and for Instructional Faculty. Research Faculty and other Non-Tenure Eligible faculty should consult the College of Engineering and Computing Pattern of Administration document for information regarding promotion guidelines.

Expectations for Tenure and Promotion for Tenure-Eligible/Tenured Faculty

Preparation for tenure-earning faculty should begin on their first day at FIU. The following sections outline the multitude of options for establishing excellence in research, teaching and mentoring, and service. Incoming faculty members should work with the Director of SUCCEED as well as take advantage of mentoring opportunities within and outside of the School to develop a plan for achieving tenure and promotion and to facilitate their progress.

Research Expectations

Candidates for tenure are expected to achieve excellence in research through an independently-led externally-funded research program that supports doctoral students. Candidates for promotion to full professor are required to show a sustained record of scholarly accomplishment that includes national and international prominence. All candidates should strive for consistently high research evaluations in their annual evaluations.

Promotion to Associate Professor/Tenure Rank

Evidence of excellence in research includes: (1) Developing and leading an externally-funded research program and (2) Disseminating research through scholarly publications.

Evidence of Research Program Development and Leadership. Evidence of research program development and leadership should include:

- Securing **competitive** external research funding (these could be government organizations, foundations, or other organizations who solicit proposals or have unsolicited funding competitions) such that the research program is self-sufficient and supports doctoral students and
- Leading/Serving in a leading role on a research grant

Additional sources of evidence could include:

- Receiving awards, such as the NSF CAREER Award or PECASE, ONR Young Investigator program, the AERA early career award, university-wide and college-wide awards, or best paper awards from conferences and journals.
- Leading/participating on funded projects that are not part of grant competitions or are unsolicited and considered non-competitive funding opportunities
- Leading/participating on institutional, training and development, and/or scholarship grants

Evidence of Dissemination of Research through Scholarly Publications. As appropriate, the candidate's recent publications or in press articles should be based on research conducted while at FIU. Publications with a mentor will be considered, especially if they occur chronologically earlier in the file or are led by the candidate. Evidence of scholarly publications is field-dependent (e.g., the weight of conference publications as compared with journal publications), but could include:

- **Journal Publications:** Exact numbers of publications are 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 (e.g., empirical article, systematic literature review, meta-analysis, chapter, edited book, etc.) with at least one publication per year in a refereed journal.
- **Conference Publications:** SUCCEED recognizes that conference papers are valuable and have different forms of review, publication, and visibility. Conference presentations (posters and papers) are expected and encouraged, but they do not take the place of published papers unless the papers have undergone a multi-phase, selective peer-review process analogous to that of refereed journal publications and they are published in a peer-reviewed proceeding.
- **Creative Works:** SUCCEED recognizes that connections between research and educational transformation and innovation are valuable and are encouraged as creative works, but as with conference publications, they do not take the place of journal publications. Examples of creative works include faculty/teacher development programming, workshops, nationally-based editorials, nationally-recognized blogs, media-based context, newspaper features, etc.

A note about collaboration: SUCCEED recognizes that the most innovative educational research relies on collaboration. Thus, SUCCEED recognizes multi-author publications and does not generally value sole-authored over first authored or other collaborative publications. Furthermore, papers published with FIU graduate students establish the candidate as an effective mentor and are viewed favorably by SUCCEED.

Promotion to Full Professor Rank

Candidates should present a record that unambiguously demonstrates and documents the highest quality and productivity in research, and/or community engaged scholarship, and/or creative work that has received national/international status through highly recognized, peer-reviewed venues during the period following the candidate's last promotion. Consistent with engineering and computing education professional norms, the record should clearly demonstrate independent scholarly standing, or leading roles in nationally or internationally recognized collaborative/team-based scholarship. Applicants should have a record of funded research in accordance with norms of their rank in engineering and computing education.

Teaching Expectations

Candidates for tenure and promotion are required to demonstrate excellence in teaching. Evidence of excellence in teaching could include (1) demonstrating high quality teaching, (2) engaging in educational innovation and transformation at FIU or another institution, (3) providing mentorship to students and (4) advising and mentoring graduate and undergraduate research students. For those pursuing a promotion to full professor evidence of excellence may also include (1) providing mentorship to junior faculty and (2) demonstrating educational leadership in the classroom and/or outside of FIU.

Evidence of High Quality Teaching

Each faculty member will complete an annual teaching evaluation based on SUCCEED's teaching evaluation policy. The Director of SUCCEED will determine the appropriate rating for each faculty member's teaching performance based on the SUCCEED Teaching Evaluation Rubric. Candidates are expected to have high ratings on their annual evaluations.

Evidence of Educational Innovation and Transformation

Education innovation and transformation within or outside of SUCCEED's programs is highly encouraged for all candidates. Types of innovations and transformations include but are not limited to the design of a new course; the re-design of a pre-existing course; the implementation of new or novel assessment measures; formative feedback on peer teaching; contributions to departmental reforms within the College of Engineering and Computing; and the integration of culturally-responsive, inclusive, and evidence-based teaching practices into an existing course. Large curricular initiatives may also be considered as educational innovations. In addition, faculty are encouraged to help others develop, reform, assess, or transform their courses (and this could include in K-12, adult, and informal education contexts). Previous or current innovations that are adopted at FIU or nationally may also be considered.

Evidence of Effective Mentorship and Advising

SUCCEED values creating and sustaining a culture of inclusion with the School and its programs. Mentorship is one mechanism for supporting students, undergraduate and graduate, throughout their academic experiences. For that reason, it is important for faculty to become effective mentors to students, colleagues, and staff within the department, across the university, and in their respective field, no matter their rank. Evidence of effective mentorship and advising could include:

- **Student mentorship:** Examples of effective mentorship activity include becoming a faculty mentor to student clubs, supervising undergraduate research experiences, advising Senior Design teams, providing career advice and assisting in internship and job placement, leading an independent study course, providing opportunities to attend conferences or meetings to present their work and collaborating with students on publications.
- **Doctoral student advising:** Candidates for promotion and tenure are expected to have shown the ability to supervise FIU students through the entire process of obtaining a degree. For candidates pursuing tenure and promotion to associate professor, evidence of effective advisement could include supervising at least one PhD student who is demonstrating progress towards the completion of doctoral requirements, such as their coursework, qualifying exams, dissertation proposal and their dissertation.
- **Research student advising:** Candidates are encouraged to support the development of student researchers at the undergraduate and graduate level. Evidence of this development includes the graduation of doctoral students (as explained previously), publications and presentations led by student researchers, participation on doctoral and Master's committees, assistance with applicants for internal and/or external research support, etc.

Service Expectations

Candidates for tenure and promotion are required to demonstrate excellence in service. All candidates are required to contribute to the university and/or the School and are encouraged to contribute national service to the discipline. Candidates for full professor promotion are required to contribute more significantly at all levels and to take on leadership positions.

- **Service within SUCCEED:** Faculty members are expected to demonstrate good academic citizenship through contributing constructively to the effective day to day functioning of the School through participation in collegial governance (e.g., School meetings, votes, School-wide initiatives [such as recruitment days,], etc.). Excellence in service may also be demonstrated by taking on additional leadership roles within SUCCEED (e.g., undergraduate or graduate program director).
- **Service within the University (College and University-Level):** Faculty members are expected to contribute to college and university-level committees, and to promote the mission of SUCCEED and share their expertise in engineering and computing education to CEC and to FIU in general. Evidence of this contribution could be participation on or leadership on college or university committees, contribution to the development of or execution of college- or university-wide initiatives or events, advisement of a college- or university-level student organization, and/or engagement in college- or university-wide initiatives or programs.
- **External (Field-, K-12, community-based, national-, and international-) Service:** Faculty members are expected to contribute to the engineering and computing education fields external to the university. Evidence of this contribution could include: serving as a reviewer for journals, conferences, and/or other scholarly publications, participating in external funding review panels, serving in a leadership role within a professional organization, serving on an editorial board, participating or leading community engagement work, working with Miami-Dade/Broward or other county school systems, engaging with STEM based organizations locally or nationally, and/or serving on an advisory board. Being selected as an associate, deputy, or main editor of a journal establish the candidate as a respected researcher and citizen within their research field.

Expectations for Promotion for SUCCEED Teaching Faculty

Professional faculty who are not tenure-eligible (i.e., Non-Tenure Track faculty) serve as librarians, teaching professors, clinical professors, research professors and professional practice professors. In SUCCEED, the professional faculty described here are those in Teaching Professor faculty positions.

Promotion to Associate Teaching Professor

The process for the promotion to Associate Teaching Professor will typically take place at the start of the sixth year of continuous services as an Assistant Teaching Professor. In May each year, the Provost will submit a list of those eligible to apply for Non-Tenure Track Promotion consideration during the next academic year. Assistant Teaching Professors are not required to apply for promotion at any time, and an Assistant Teaching Professor applying and failing may continue as an Assistant Teaching Professor.

Special Case: Candidates who have held the position of Visiting Assistant Teaching Professor and for whom there has been no break between the visiting and regular appointment may aggregate their full-time teaching service to reach the required total of five completed years.

Promotion applications will be considered by a committee composed of two Associate Teaching Professors (or Assistant Teaching Professors, if no Associate Teaching Professors are in the department) and three tenured faculty members, co-chaired by one of the tenured faculty members and one Teaching Professor. The committee makes a recommendation to the department faculty who vote by secret ballot on the application. The Chair makes a recommendation to the Dean who makes a recommendation to the Provost. The promotion is effective in the semester subsequent to the approval by the Provost.

Special Case: If the committee cannot be formed entirely within SUCCEED, the Director of SUCCEED will determine eligible faculty to serve on the committee.

Teaching Expectations

Promotion to Associate Teaching Professor requires a consistent record of excellence in teaching and educational innovation. The promotion dossier should also include student evaluations, peer evaluations, indications of any teaching awards received, recognition of educational innovations at conferences on- or off-campus, and annual assignments and annual evaluations.

Service Expectations

The Assistant Teaching Professor should strive for an excellent track record of service to the School, College, and the University, if possible, and be actively involved in leading different teaching innovation groups (such as service course coordination, senior design, curriculum design) and/or accreditation processes. The Assistant Teaching Professor should also show an ability to be a mentor to students by being involved in student clubs, supervising undergraduate research experiences, advising Senior Design teams, providing career advice and assisting in job placement. External service is also valued within SUCCEED. This could include service within the field of engineering and computing education, community engagement, engagement with STEM/K-12 organizations, etc.

Research Expectations

Associate Teaching Professor candidates are not required to have conducted research. Any pedagogical publications, discipline publications, classroom and laboratory innovations, contributions to student advising, and university service should be included in the promotion application along with evidence that the Assistant Teaching Professor has used the assessment of student learning outcomes to influence in a positive manner his or her teaching.

Promotion to Teaching Professor

Promotion to Teaching Professor will be considered at the start of the sixth year of continuous service as an Associate Teaching Professor. Associate Teaching Professors are not required to apply for promotion at any time, and an Associate Teaching Professor applying and failing may continue as an Associate Teaching Professor.

Promotion applications will be considered by a committee composed of two Teaching Professors (or Associate Teaching Professors, if no Teaching Professors are in the department) and three tenured faculty members, co-chaired by one of the tenured faculty members and one Teaching Professor. The committee makes a recommendation to the department faculty who vote by secret ballot on the application. The Chair makes a recommendation to the Dean who makes a recommendation to the Provost. The promotion is effective in the semester subsequent to the approval by the Provost.

Special Case: If the committee cannot be formed entirely within SUCCEED, the Director of SUCCEED will determine eligible faculty to serve on the committee.

Teaching Expectations

Promotion to Teaching Professor requires (1) a consistent record of outstanding teaching, (2) educational innovation, and (3) evidence of strong mentorship of students. The promotion dossier should also include student evaluations, peer evaluations, indications of any teaching awards received, recognition of educational innovations at conferences on- or off-campus, and annual assignments and annual

evaluations. Demonstration of continuous improvement and contribution to the field of teaching through collaborations with other professors, departments and universities is strongly recommended. Contributions to other teaching contexts, such as K-12 or adult education is viewed as valuable, but is not required by the School.

Service Expectations

The Associate Teaching Professor should strive for an excellent track record of service to the School and the University and be actively involved in leading different teaching innovation groups (such as service course coordination, senior design, curriculum design) and/or accreditation processes. External service is also valued within SUCCEED. This could include service within the field of engineering and computing education, community engagement, engagement with STEM/K-12 organizations, etc.

Research Expectations

Teaching Professor candidates are expected to contribute to the field of teaching through Scholarship of Teaching and Learning or related educational research. Any pedagogical publications, discipline publications, classroom and laboratory innovations, contributions to student advising, and university service should be included in the promotion application along with evidence that the Associate Teaching Professor has used the assessment of student learning outcomes to influence in a positive manner his or her teaching.

Process for Tenure and/or Promotion

The process will follow the procedures described in the Tenure and Promotion Manual. Additional SUCCEED-specific details are described in the subsequent section.

Third-Year Review Process

For tenure earning faculty, the first milestone in the process is the Third-Year Review. This review provides an overall assessment of the faculty member's progress towards the criteria discussed in Section 1. The review typically takes place in the spring semester of the third-year of a faculty member's appointment at FIU (unless otherwise negotiated).

- **Application File:** The application file will be developed by the faculty member via Panther180, consistent with guidelines from the Provost's office.
- **Visibility of the Application:** The contents of the Third-Year Review application and the confidential meetings to review the applications will be open to all those with a primary appointment with SUCCEED and those who will vote on the applications. When the candidate has a joint and/or secondary appointment in another unit or department, the Director(s)/Chair(s) from those units/departments will also be able to review the applications. Third-year review files should be made available at least one week prior to the Third-Year Review meeting.
- **Tenure and Promotion Meeting:** At a full faculty meeting that is designated the Third-Year Review meeting, the candidate may choose to make an oral statement regarding her/his record. The candidate will then leave the room while faculty members confidentially discuss the record. All faculty members, including those at the same or lower rank as the candidate, may participate in the discussion. The candidate will then be called back to answer any questions or concerns raised by faculty members. The oral presentation is NOT required for the review process, and therefore, there is no negative impact on the evaluation if the candidate chooses not to make the oral statement.

- **Voting and Departmental Letter of Appraisal:** A vote will be conducted and a departmental evaluation letter will be created, following the process described in the Voting section of this document. **Letter of Appraisal:** The Director will write a Letter of Appraisal for the candidate. The process will then follow the procedures described in the Tenure and Promotion Manual.

Candidate's Tenure and Promotion Application

The candidate will need to submit the appropriate documents as described in the Tenure and Promotion Manual via Panther180. The deadlines for submission will be sent to the candidate from the Provost's office in the spring semester prior to submitting their materials.

Letters

Letter Guidelines

The letters will specifically ask evaluators to address the research, teaching, and service criteria stated above and other information as detailed in the University Tenure and Promotion Guidelines. The Director will include (1) the SUCCEED Tenure and Promotion policy and (2) information regarding tenure credit, leave and/or other contextual factors as appropriate in the letters to the evaluators. The Director will also share the Tenure and Promotion File materials described in the University Tenure and Promotion Guidelines: (1) a brief biographical summary, (2) the candidate's CV formatted for Tenure and Promotion, (3) the candidate's statement of research/creative work/ community-engaged scholarship, teaching philosophy and practice, and approach to university and national service, (4) examples of the candidate's scholarly work, and (5) list of teaching activities (courses taught at FIU, graduate student supervision, course and curriculum development activities).

Process for Solicitation of External Letters

Candidates for tenure and promotion waive the right to see the contents of the external letters. Letters will be solicited from **a minimum of five senior faculty** within the fields of engineering and computing education, traditional engineering fields, and traditional education fields, including some from peer programs. The programs considered to be peer programs are subject to revisiting as programs grow and change; SUCCEED will maintain a list of peer programs in a file on a shared server. The Director of SUCCEED in consultation with the voting faculty will develop a list of external reviewers. This list will be shared with the Candidate prior to contacting the reviewers and the candidate will have the option to add up to two names from whom letters will be solicited and to strike up to two names from the list, in accordance with the University's Collective Bargaining Agreement (CBA).

Process for Solicitation of University and Collaborator Letters

Candidates may include up to six additional letters from faculty and/or administrators from their other appointments (e.g., STEM Transformation Institute, secondary appointment) as well as other faculty, staff, or administrators from outside the School. The candidate may solicit up to three letters from faculty, staff or administrators from within Florida International University and may request up to three additional letters from mentors, co-authors, and collaborators not at FIU. Please note that these letters cannot be written by colleagues who will be eligible to vote on the candidate at any level.

Additional Clarity on External Letter Writers

- Advisory board members and external evaluators: Individuals who serve as evaluators or advisory board members for the candidate may be considered “External Letter” writers, given that the nature of their role as evaluators and advisory board members is external and evaluative, unless they also hold a relationship of mentor, co-author, or collaborator, or are otherwise unable to provide an impartial evaluation. However, if, at the time of the review, evaluators are contracted to conduct work on the project they would be considered “Collaborators.”
- Editorial Relationships: Co-editors of books/volumes could provide a “Collaborator Letter” but would not be able to provide an “External Letter.” For candidates who serve/have served on the Editorial Board for a journal (e.g. as an Associate Editor), the journal’s Editor could provide a “Collaborator Letter” but would not be able to provide an “External Letter;” however, the other members of the Editorial Board would be able to serve as “External Letter” writers unless another relationship precluded them from doing so.

Visibility of the Application

The contents of the tenure and promotion applications and the confidential meetings to review the applications will be open to all those with a primary appointment with SUCCEED and those who will vote on the applications. When the candidate has a joint and/or secondary appointment in another unit or department, the Director(s)/Chair(s) from those units/departments will also be able to review the application. Tenure and promotion files should be made available at least two weeks prior to the tenure and promotion meeting.

Tenure and Promotion Meeting

At a full faculty meeting that is designated the tenure and promotion meeting, the candidate may choose to make an oral statement regarding her/his record. The candidate will then leave the room while faculty members confidentially discuss the record. All faculty members, including those at the same or lower rank as the candidate, may participate in the discussion. The candidate will then be called back to answer any questions or concerns raised by faculty members. The oral presentation is NOT required for the review process, and therefore, there is no negative impact on the evaluation if the candidate chooses not to make the oral statement.

Voting

In voting on tenure/promotion (including third year reviews), the following policy shall apply in SUCCEED:

Eligibility Criteria

Only faculty with primary appointments in SUCCEED who have received tenure will be eligible to vote on a tenure/promotion application, in accordance with university policy.

- *Conflict of Interest:* Anyone who has a conflict of interest (e.g. nepotism or other relationships that render impartiality difficult) with a candidate will not be allowed to participate in any tenure or promotion application that is to the same rank as that of the candidate. The candidacy of a family member is an automatic conflict of interest.
- *Special Cases:* If SUCCEED has fewer than the minimum number of faculty members required by university tenure and promotion guidelines, then eligible faculty who could include faculty from the College of Engineering and Computing, the College of Arts, Science and Education, and the STEM Transformation Institute will join those eligible primary

appointees of SUCCEED as the voting body for the third-year review, tenure and promotion cycle.

- *Eligibility Criteria outside of SUCCEED:* The Director of SUCCEED will identify eligible voters. When a candidate has an additional appointment in another unit (e.g. The STEM Transformation Institute), the Director or Chair of that unit should not be considered an eligible voter unless necessary to meet the minimum threshold of committee members.
- *Role of Eligible Voters:* The eligible voters are considered to be the “department tenure and promotion committee” for SUCCEED.

Voting Process

- *Determination of Committee Chair & Letter Draft Writers:* Prior to voting, the eligible voters will elect a tenure and promotion committee chair and two other individuals who collectively are responsible for drafting the “departmental evaluation letter” of all tenure and promotion candidates in the annual cycle. These three committee members must be eligible to vote on all candidates. The Director will write a separate letter for the candidate’s file.
- *Timeframe for Voting:* Voting will be by secret ballot with at least 48 hours to submit. The deadline may be extended as needed by the Director in consultation with the tenure and promotion committee chair to ensure that all ballots are submitted.
- *Ballot:* In all cases, the ballot will read “For,” “Against,” and “Abstain”. In the case of tenure and promotion to Associate Professor, there is only a single ballot with voting for “tenure and promotion to Associate Professor”. Abstentions should be rare, as normally they should only be made for conflict of interest.
- *Results of voting:* Results of the vote will follow university tenure and promotion guidelines and visibility for the workflow of tenure and promotion applications. There will be no separate communication.

Original policy approved by the SUCCEED faculty March 2020.

Revised policy approved by the SUCCEED faculty December 17, 2021, by the College of Engineering and Computing February 7, 2022, and the FIU Provost’s office on February 9, 2022.