GUIDELINES AND INFORMATION REGARDING THE TENURE, PERMANENT STATUS AND PROMOTION PROCESS FOR 2012-2013
http://www.aa.ufl.edu/tenure/

CONTENTS

I. About Tenure, Promotion & Permanent Status: 2012-2013
II. Eligibility for Tenure and Permanent Status
III. Procedures
IV. Additional Information for Chairs and Directors
V. Additional Information for College Committees and Deans
VI. Tenure upon Appointment
VII. Annual Review Process
VIII. Using the Template

I. ABOUT TENURE, PROMOTION & PERMANENT STATUS EVALUATION PROCESS: 2012-2013

Deadline for University Level Review: January 11, 2013

1. The governing regulations and collective bargaining provisions on tenure, promotion and permanent status can be found in:

   a. Faculty not in bargaining unit: University of Florida Regulations (Regulations) 6C1-7.003, 7.010, 7.013, 7.019, for faculty; and 6C1-7.025 and 6C1-6.009 for County Extension Faculty (http://regulations.ufl.edu/chapter6/ and http://regulations.ufl.edu/chapter7/); and

   b. Faculty in bargaining unit: Collective bargaining agreement at http://www.hr.ufl.edu/labor-relations/union.asp, and relevant Regulations above.

Please reference these documents for more complete information on the evaluation process. Each year eligible faculty should receive a notice of the availability of these “Guidelines,” including the related “Promotion, Tenure, and Permanent Status Template,” as well as departmental and college clarifications of the University criteria, and any other relevant materials. Departmental clarifications of university criteria must be posted on department and college websites, made available in department and college offices, and provided to the Office of Academic Affairs. The only materials that can be considered in the evaluation process are those contained or referenced in the packet. The absence of information or materials that are not required in the packet will not be held against the candidate.

It is the responsibility of the faculty member to see that her/his packet is complete and contains all the information pertinent to his or her case. The department chair should provide advice on the preparation of the packet, and the candidate is also encouraged to seek advice from her/his faculty mentor or other individuals knowledgeable about the process.

References to “days” in these “Guidelines” mean calendar days.
For the 2012-13 cycle, some units will be using an online filing process. Note that there are two different templates, one for paper filing and one for the on-line process. Regardless of how packets are filed, these “Guidelines” apply.

2. The university’s criteria for granting tenure, promotion, or permanent status shall be relevant to the performance of the work that the faculty member has been employed to do and to his/her performance of the duties and responsibilities expected of a member of the university community. These criteria recognize three broad categories of academic engagement:

(A)   Teaching – Instruction, including regular classroom teaching and distance/ executive/continuing education, direction of theses and dissertations, academic advisement, extension education programs, and all preparation for this work, including study to keep abreast of one’s field.

(B)   Research – Research or other creative activity including peer-reviewed publications.

(C)   Service – Public and professional.

All tenure track faculty will have some portion of their time assigned to research unless alternative assignments are approved in advance by the appropriate dean and senior vice president. Each faculty member shall be given assignments that provide equitable opportunities, in relation to other faculty members in the same department, to meet the required criteria for promotion, tenure, and permanent status. Extension contributions in academic service may be inclusive of the three broad categories described above.

3. In most cases, tenure and promotion require distinction in at least two areas, one of which shall be that of the faculty member’s primary responsibility, and those areas should be teaching and research unless the faculty member has an assignment that primarily reflects other responsibilities, such as the Cooperative Extension Service. Merit should be regarded as more important than variety of activity. “Distinction” in the categories is defined by the University and clarified by each college and department in terms tailored to the college and to department disciplines and consistent with University standards.

4. A faculty member in an eligible position must request to be nominated for tenure by the beginning of the last year of the tenure probationary period (July 1st), although consideration is normally given when the candidate’s record is ready (a determination made by the faculty member in consultation with the chair). A faculty member who is considered for tenure but not supported by the president must be given a letter of non-renewal.

The tenure or permanent status probationary periods in each unit are as follows:

- College of Agricultural and Life Sciences – 6 years (tenure, or permanent status for Extension faculty)
- College of Business Administration – 7 years
- College of Dentistry – 7 years
• College of Design, Construction, and Planning – 7 years
• College of Education – 6 years
• College of Engineering – 6 years
• College of Fine Arts – 7 years
• College of Health and Human Performance – 7 years
• College of Journalism and Communications – 6 years
• College of Law – 6 years
• College of Liberal Arts and Sciences – 7 years
• College of Medicine – 7 years
• College of Nursing – 7 years
• College of Pharmacy – 7 years
• College of Public Health and Health Professions – 7 years
• College of Veterinary Medicine – 7 years
• Florida Museum of Natural History – 6 years
• University Libraries – 7 years

5. The evaluation cycle begins on July 1st. Department and college level review normally is complete by late December. Packets go to the University level in January of the following year. Normally, presidential decisions on promotion are communicated in mid-May and tenure decisions are made by the Board of Trustees in mid-June.

6. Tenure awarded to a candidate in this cycle will be effective July 1, 2013 for 12-month faculty and at the beginning of the 2013-14 academic year for 9-month faculty. Permanent status awarded to a candidate in IFAS will be effective July 1, 2013. Promotions will be effective at the beginning of the 2013-14 academic year for 9 and 10 month faculty and on July 1, 2013 for 12 month faculty.

7. An eligible faculty member may initiate the application for promotion whenever s/he believes s/he has met the criteria for promotion by notifying the department chair before the evaluation cycle begins on July 1st.

8. The award of Distinguished Professor follows the same calendar cycle and uses the same packet format as that for tenure and promotion. Please refer to separate guidelines issued each year by the Provost for the Distinguished Professor award.

II. ELIGIBILITY FOR TENURE AND PERMANENT STATUS

1. Only those employees who are classified as instructional and research faculty with the rank of assistant professor or above and who are employed in a tenure-accruing position under the provisions of University regulations are eligible for nomination for tenure. Tenure is normally held in an academic department. With the written consent of the Provost, the tenure of a faculty member may reside in a center or institute when the teaching, research, and other duties of the faculty member necessitate such a designation.

2. Tenure or permanent status may be granted in the faculty ranks, but not in administrative positions.
3. For purposes of calculating the tenure or permanent status probationary period, one year of academic service means employment during at least thirty-nine (39) weeks of any twelve (12)-month period beginning with the fall term. Employment for one semester (or its equivalent) constitutes one-half year of academic service. A 12-month faculty member should have been employed by November 7th for the first academic year of employment to count as one year of eligibility.

4. No tenure or permanent-status earning time shall be accrued during a semester leave of absence without pay or a reduced FTE appointment, unless the faculty member is on a joint appointment or exchange or a special assignment for the benefit of UF, or the primary purpose of the leave is to conduct research, or there is an agreement to the contrary in writing between the faculty member and the appropriate senior vice president entered into prior to the commencement of the leave. Such requests should be included in the request for leave of absence or reduced FTE and processed through appropriate administrative offices.

5. A one-year extension of the tenure probationary period may be requested if the faculty member becomes a parent or develops significant care responsibilities for a spouse or domestic partner, great-grandparent, grandparent, parent, brother, sister, child, grandchild, or great-grandchild of the faculty member, her/his spouse or domestic partner, or the spouse or domestic partner of any of these. Any faculty member requesting an extension of the probationary period must make the request in writing, with documentation, to the department chair. In-unit faculty must make the request within 24 months of the onset of the circumstances, and no later than March 31st prior to the final year of the probationary period. Out-of-unit faculty must make the request within 3 months of the event and no later than 15 months prior to the end of the probationary period. The chair must forward the request to the dean with a recommendation that it be approved or disapproved; the dean will then forward to the Provost with a recommendation. The Provost has final authority to approve the request.

III. PROCEDURES

1. If the candidate holds a tenure-accruing position in a department or center, then s/he should request that the chair or director initiate the promotion and tenure process. In those colleges in which there are no departments or in which the departments are so small that the college has chosen to forego the departmental review, the dean shall initiate the process. In such colleges, a secret ballot of the eligible faculty members of the college shall be taken in lieu of the secret ballot of the department or unit eligible faculty. The chair, director, or dean will initiate the process upon the request of an eligible faculty member, regardless of the time the faculty member has spent in rank. Faculty members are advised to consult with senior faculty and the chair, director, or dean before making this request.

2. Letters of evaluation must be available to the candidate for review unless s/he executes a written waiver of her/his right to view the solicited letters of evaluation. Candidates must execute or decline the waiver before letters of evaluation are solicited. Evaluators must be notified in the solicitation letter whether the candidate chose to execute or decline the waiver.
3. The evaluation packet must be completed by the faculty member prior to the unit review, and it is the faculty member’s responsibility to see that the packet is complete. This means that the candidate must (a) review the completed packet to insure that it contains all the information the faculty member believes is pertinent to her/his nomination and is accurate; and (b) sign and date the appropriate statements on the cover sheet prior to the start of unit review. After the packet has been signed, the faculty member may receive, upon request, a copy of the completed packet for her/his files (except for copies of any evaluation letters, if the faculty member has waived her/his right to see them). The candidate is not required to provide any additional materials beyond those listed in the template referenced in Section VI below.

4. After the candidate has verified her/his packet, no materials can be added to, deleted from, or changed in it without the candidate’s consent (except inadvertent omissions, assessments by committees or administrators charged with review, or clarifications and documentation of assertions made by the candidate when requested in writing by official reviewing bodies). A copy of any additions, deletions, and/or changes to the supporting materials in the packet made by anyone other than the candidate, shall be sent or personally delivered to the faculty member within five days. This includes the department and college assessments as well as copies of the chair’s/director’s and the dean’s letters.

5. The candidate may add or change information in the packet at any time prior to the final decision on promotion or tenure. The candidate should provide the changes to the chair/director (prior to the departmental vote) or to the college office (after the packet leaves the department). Any such additions or changes should be included in Section 33 of the packet; do not change the original packet. The date of the changes and the name of the person making the adjustment must be recorded in the packet. After alteration the packet must contain all required materials.

6. If a department uses a committee to provide a written assessment of the packet (note that written committee assessments are not required), the committee will submit this to the chair, who will share it with the eligible department faculty before they meet to discuss and make their individual assessments.

7. Eligible unit faculty shall review the packet and should normally meet to discuss the nomination before a secret ballot is taken. Such discussions and the materials reviewed must be confidential. Violation of confidentiality will be considered a breach of the integrity of the process and will be treated as misconduct. A secret ballot of the unit faculty eligible to vote shall be taken no earlier than one day following the meeting. If unit policy provides for input from another unit in which the nominee holds an appointment, whether it is in the form of written comments or a vote by the secondary unit, that input shall be advisory only.

8. Faculty who are participants in the Phased Retirement Program are not eligible to vote on tenure nominations. However, they may vote on promotion nominations in accordance with university procedures. Faculty participating in the Deferred Retirement Option Program (DROP) may vote on both tenure and promotion nominations in accordance with university procedures. Even though otherwise an eligible faculty member, a chairperson, dean, or equivalent administrator who provides a written evaluation of the
9. The nomination must be forwarded to the college level for consideration unless the candidate chooses to withdraw her/his nomination. Before being submitted to the college level, the chair’s or director’s letter and the unit individual assessments must be included. The number of individual faculty assessments must equal the total number of eligible unit faculty. The chair must sign the packet cover sheet indicating endorsement or lack of endorsement of the nomination.

10. The dean or director and a college-level fact-finding committee(s) reviews the nominations. The college tenure and promotion committee will be comprised of tenured faculty members of the college holding faculty titles at the associate rank and above. For colleges that are out of the bargaining unit, committees that evaluate promotion in the non-tenure accruing faculty titles may include faculty at the associate rank (and equivalent) and above. In such cases, committee members may only provide assessments on those candidates considered for a rank equivalent and below their own.

11. The eligible members of the college committee(s) shall provide recorded individual assessments to the dean or director as part of its fact-finding and consultative role. An individual assessment shall consist of a committee member’s indicating whether or not the candidate meets the criteria for tenure, permanent status, and/or promotion within that college. The individual faculty members making the assessment shall not be identified. The college committee’s individual assessments will be submitted to the candidate and to the University’s Academic Personnel Board (see V.6-7 below).

12. The dean/director must sign the packet cover sheet indicating endorsement or lack of endorsement for the nomination before it can be forwarded to the University-level review.

13. The candidate should be informed of the recommendations at each level of the process and allowed to respond, although the time frame varies. See sections IV and V below for specific information.

14. At the University level, the Academic Personnel Board serves in a fact-finding and consultative role to the President on all nominations received from the deans and directors. The Academic Personnel Board will review the candidates’ nomination packets and report to the President on the strengths and weaknesses of the records. If there are questions about a nomination packet, the Academic Personnel Board will notify the dean who in turn will notify the appropriate chair or director and the faculty member so they may respond.

15. The President makes the final decision concerning promotion and permanent status nominations. He makes a recommendation concerning tenure nominations to the Board of Trustees. Tenure decisions are made by the Board of Trustees in June.

16. Faculty members being considered for tenure prior to the last year of their tenure probationary period or faculty being considered for promotion may withdraw, without prejudice, at any stage of the review process if no official action in the form of written
communication regarding denial has been taken on the nomination. In those cases where the official decision of the president will not support tenure or promotion, the President (or designee) will notify the relevant dean prior to taking official action. The dean will notify the department chair and candidate at least 10 days prior to the official decision in order to allow the candidate to withdraw if she or he so chooses. All cases of withdrawal prior to an official decision require written mutual agreement between the faculty member and the appropriate chair or director.

17. In the case of a denial, the nominee shall be notified in writing by the President (or designee) immediately, or as soon thereafter as possible, of the denial and reason(s) for denial. Copies of the notice of denial by the President will also be sent to all pertinent administrators. If the denial was for the award of tenure or permanent status at the end of the probationary period, the academic unit responsible for the nomination must send a separate notice of non-renewal to the faculty member unless the faculty member resigns. Units should contact Human Resources for the format for letters of non-renewal.

IV. ADDITIONAL INFORMATION FOR CHAIRS AND DIRECTORS

1. The department chair should inform the nominated faculty member well in advance about deadlines in the evaluation process.

2. The chair/director must give candidates a copy of her/his letter. The candidate has ten days thereafter to submit a written response if s/he chooses to do so. The packet cannot be forwarded to the next step until the candidate either submits a response, indicates in writing that s/he will not respond, or 10 days have passed, whichever is first. Any such response shall be placed in the packet. Even though otherwise an eligible faculty member, a chairperson, dean, or equivalent administrator who provides a written evaluation of the candidate as part of the tenure or promotion process shall not participate in the secret ballot of the department or unit.

3. Regarding the Nominee Information Cover Sheet: Before transmitting the packet to the college, the chair’s or director’s letter and the unit individual assessments must be included. The number of individual faculty assessments must equal the total number of unit faculty eligible to vote. The chair must sign the packet cover sheet indicating endorsement or lack of endorsement of the nomination.

   The chair’s or director’s letter must provide an explanation whenever 20% or more of the assessments are recorded as negative, abstaining or absent.

4. The endorsement or lack of endorsement by a chair or director is indicated by checking and signing off on the appropriate statement.

5. Regarding packet Section 4 (Assignment Since Last Promotion): The appropriate chair’s or director’s letter should provide an explanation of any significant changes in assignment.

6. Regarding packet Section 10 (Teaching Evaluations): Course evaluation summaries from evaluations.ufl.edu/evals go under section 10(a) and peer evaluations under 10(b). Peer evaluation is desirable, but not required. If the nominee is assigned teaching but teaching
evaluations are not available, an explanation should be provided regarding their absence. This may occur for those faculty receiving low FTE teaching assignments to supervise graduate committees or to do guest lecturing for courses. If the nominee is a guest lecturer, please indicate the number of lectures given for each course. Do not include written comments obtained as part of regular course evaluation procedure.

7. Regarding packet Section 11 (Education Portfolio). In some units, faculty are expected to develop portfolios in which they document excellence in educational scholarship, leadership and service. In addition, substantive evaluation of non-classroom clinical teaching is to be included in this Section. This may include a commentary by the department chair or division chief on the nature of the candidate’s assignment and performance. Supporting documents from residency program directors and residents are required where available. Participation as a clinician “role model” (e.g., class advisor or volunteer clinical service) should be noted.

Faculty such as Lecturers whose primary assignment is in teaching and service should include in this section illustrative examples of materials that document the instructional accomplishments described in Section 9. Select sample materials carefully: the quality of the materials is much more important than their quantity.

8. Regarding packet Section 28 (Chair’s/Director’s (or Appropriate Administrator’s) Letter): The chair’s/director’s (or appropriate administrator’s) letter should be no more than four pages, single-spaced. The letter should be written after the review and assessment at the unit level, but before being sent to the next level. This letter is to provide an explanation of the quality of the candidate’s work in all areas with reference to the department’s written discipline-specific clarifications of the University’s tenure and/or promotion criteria, describe the quality of the journals or other venues in which the candidate has published, assess creative works, and provide insight into the nomination for the benefit of the committees that will be reviewing the packet. In addition, the administrator should address the strengths and weaknesses of a candidate’s case, as appropriate.

Since many reviewers within the university may not be experts in the nominee’s field, information should be given regarding the review process for publications, the significance of any awards, the quality of the candidate’s service contribution, and any other clarifications which will assist the reviewers in evaluating the materials, including an explanation of how a senior author is determined. The chair’s/director’s letter should explain any significant change in assignment over the course of employment. The letter should also explain the role of graduate assistants, post-docs, residents, fellows and/or interns in publication(s), and in research. The letter should explain unit assessments in which more than 20% are recorded as negative, abstaining, or absent.

The letter should describe the process of departmental review and selection of outside evaluators. Any actual or perceived conflicts of interest should be addressed.

If the candidate lists software, videos, CD ROM’s, etc., the chair/director should include an evaluation of the product and note the candidate’s contribution to its development and the product’s contribution to the field. Solicited letters of evaluation may also be used to
obtain peer review of such products.

When the chair/director addresses the candidate’s accomplishment in the instructional area, s/he should also include information on the quality of advising, including dissertation advising.

Some research center faculty, IFAS faculty at research centers, and medical faculty in Jacksonville may also have letters from center directors or Jacksonville chairs. These letters are to be included in Section 33, “Further Information.”

9. Regarding packet Section 31 (Bio-Sketches & Letters of Evaluation): Those from whom letters of evaluation are solicited must be notified of the possibility that a copy of the letter will be sent to the faculty member unless s/he has executed a written waiver. To aid in the preparation of the bio-sketches, the unit may wish to ask for copies of the evaluator’s vitae when soliciting input. All letters in the packet must be in English in the original version.

All solicited letters that have been received must be included in the packet.

You are encouraged to solicit outside letters from those who do not have a personal relationship with the candidate. (Outside means individuals not employed either currently or in the past ten years by the University of Florida.) Please note that these are to be letters of evaluation offering evidence of recognized contributions and not simply letters of support. Outside letters should normally be written by faculty of higher rank than the nominee. Letters from faculty who are at the top of the candidate’s field and at the very best institutions are particularly valued. The emphasis should not be on the number of letters solicited, but on the quality of the review.

Faculty in non-tenure-accruing titles whose assignments have been solely in teaching and service or whose promotion will be decided based almost solely on their performance in teaching and service may substitute letters of evaluation from within the University for the outside evaluations discussed above.

A copy of a typical letter requesting the letters of evaluation should appear in the packet in Section 30.

If a letter of evaluation is faxed, please use reproduced copies of this letter in all copies of the packet, including the original.

A. For faculty in the bargaining unit:

The candidate should consult her or his mentor and generate a list of seven names as potential reviewers. The candidate should give this list to her/his chair, who will also generate a list of potential reviewers to be combined with the candidate’s list. The chair is responsible for choosing the individuals who will be asked to submit letters of evaluation; at least one-half of the selected evaluators must come from the candidate’s list. If an insufficient number of individuals agree to serve as evaluators, the candidate should submit additional names, as necessary, until at least five individuals have agreed to serve. The chair shall send the same standard solicitation letter to the qualified scholars as
necessary until no fewer than five have agreed to evaluate the candidate’s credentials. The letter shall append the department’s written discipline-specific clarifications of the University criteria and shall ask the evaluator to assess the candidate’s research performance in order to determine whether it: (a) satisfies the University criteria for tenure and/or promotion as clarified in writing by the candidate’s department; (b) represents a significant contribution to the field; and (c) is comparable to the research performance of successful tenure and/or promotion candidates at the same stage in their careers at comparable public research universities. Other questions may include evaluation of the nominee’s instructional abilities and public service outreach activities. The letter should not be leading in its request for an evaluation. A sufficient number of outside evaluations shall be sought so that the packet includes no fewer than five and no more than six letters from qualified scholars in pertinent disciplines outside the university. (Note: College of Engineering candidates may have 8-9 letters.)

If the extraordinary situation ever arises where more than six letters are received, the chair must include all the letters, along with an explanation of why an additional letter exists.

B. For faculty not in the bargaining unit:

The chair should work with the candidate to generate a list of potential outside evaluators. A sufficient number of outside evaluations shall be sought so that the packet includes at least five letters from outside the university.

V. ADDITIONAL INFORMATION FOR COLLEGE COMMITTEES AND DEANS

1. College criteria should be written to clarify the expectations for promotion, permanent status, and tenure. A definition of distinction should be included. The documents should state clearly that they are intended to clarify the department’s/center’s and/or college’s application of the University criteria and not to change or modify the University criteria. The Provost’s Office and college faculty should have access to the document.

2. For faculty in the bargaining unit, the same promotion procedures are used for faculty holding tenure and non-tenure accruing titles. For faculty not in the bargaining unit, the same promotion procedures are used for faculty holding tenure and non-tenure accruing titles, with the exception of promotions from Assistant In to Associate In or from Associate In to Senior Associate In. These promotions can be decided by the college dean and do not need to be forwarded to the President. In either case, evaluations of those faculty members will be based on assigned duties and responsibilities with the understanding that some assignments may be all or mostly devoted to one activity.

3. The endorsement or lack of endorsement by a dean/director is indicated by checking and signing off on the appropriate statement.

4. Regarding packet Section 29 (Dean’s Letter): The letter from the dean should be written after the results of the review at the college/unit level, but before being sent to the next level.
5. Within five days of having received the college tenure and promotion committee’s individual assessments on a candidate, the dean must forward those assessments to the candidate and the department chair/director. The candidate then has ten days to request a meeting with the dean or to submit a written response. Any such response shall be included in the packet.

6. After reviewing the materials, including any response by the candidate to the individual assessments of the college committee members, the dean should write a letter conveying his or her recommendation to the president. Within five days, the dean must forward this letter to the candidate and the department chair/director. The candidate has ten days thereafter to request a meeting with the dean or to submit a written response. Any such response shall be included in the packet. The packet cannot be forwarded to the next step until the candidate either submits a response to the dean’s letter, indicates in writing that s/he will not respond, or 10 days have passed, whichever is first.

7. The dean’s letter serves as an evaluation of the nomination, and must convey the dean’s endorsement or lack of endorsement of the nomination, explain/clarify exceptional assignments, unique contributions, and/or situations in which more than 20% of the college assessments are recorded as negative, abstaining, or absent. (See also, above III.10-11).

VI. TENURE UPON APPOINTMENT

1. Under exceptional circumstances, an award of tenure may be recommended to the Board of Trustees at the time of initial appointment to the rank of Associate Professor or above.

2. Requests for tenure upon appointment should be submitted to the Provost before the candidate’s appointment commences.

3. Requests for tenure upon appointment should be accompanied by a statement of reasons for the request and supporting documentation, including a statement justifying the special circumstances that warrant granting tenure as a condition of employment, the candidate’s complete curriculum vitae, letters of reference if available, and the vote on tenure of the appropriate department/unit faculty. Recent teaching evaluations should be included, if appropriate and available.

4. Approved requests for tenure on appointment will be submitted for final decision to the first Board of Trustees meeting following the acceptance of employment.

VII. ANNUAL EVALUATION PROCESS

1. Each faculty member shall be evaluated in writing at least once annually on the basis of an assessment of the individual’s total performance in fulfilling her/his assigned duties and responsibilities to the University. The evaluation shall precede and be considered in making recommendations and final decisions on tenure, permanent status, or promotions.

2. In addition, each college and equivalent academic unit shall establish a mentoring program for faculty in the tenure probationary period. This must include consultation
assessing the faculty member’s progress toward tenure. No college or equivalent academic unit mentoring program shall require any written assessments by the mentor.

3. A special (mid-term or mid-career) review should be conducted for any faculty members in the tenure probationary period during March or April of the third year of academic service. Each college shall establish procedures for conducting the review. Such procedures must require that each candidate prepare a tenure packet (without external letters). A departmental committee of tenured faculty, the department chair or equivalent administrator, and the dean or equivalent administrator must provide an evaluation of the faculty member’s progress toward meeting the criteria for tenure. The outcome of the review shall be shared with the faculty member evaluated, but shall not be used in any future evaluation of the faculty member for tenure. A separate letter of annual evaluation should be prepared.

VIII. USING THE TEMPLATE

The instructions relating to specific content for the various sections of the packet are contained in the “Promotion, Tenure, and Permanent Status Template 2012-2013,” incorporated herein by reference and available at http://www.aa.ufl.edu/tenure. All packets must conform to the “Template.” When forwarding the packet for University-level review, those filing off-line must send the original and 10 copies to Janet Malphurs, Assistant Director, Academic Personnel. Those units filing online do not need to forward paper copies. **Deadline for University Level Review: January 11, 2013.**