Tenure & Promotion

Chris Hass
Associate Provost for Academic and Faculty Affairs

2021
50,000+ Students
5,000+ Faculty
400,000+ Alumni Worldwide

16 Colleges
150+ Centers & Institutes
$1.65b Endowment

Breadth & Scope
Faculty Distributions

42% Female
58% Male

Dec 2018
Faculty Titles

- Distinguished Professor (Award, not promotion)*
- Eminent Scholar*
- Assistant, Associate, and Professor*
- Assistant, Associate, and Curator* (FLMNH)
- Professor of Practice
- Clinical Assistant, Associate, and Professor
- Assistant, Associate and University Librarian*
- Extension Agent I-, II, III, IV (PS)

*Tenure-track titles

- Lecturer, Senior, and Master Lecturer
- PKY Instructor, Assistant, Associate, and Professor
- Assistant, Associate and Scientist
- Assistant, Associate and Scholar
- Assistant, Associate and Engineer
- Assistant, and Associate, and Senior Associate In
- Numerous modifiers (provisional, research, program, visiting, etc.)
Faculty Execute the Mission of the University
Tenure and Promotion are part of your Academic Journey not your Destination
There is a Team To Help

Your Chair or College Associate Dean and College and Department Contacts: http://www.aa.ufl.edu/tenure/

Chris J. Hass, Associate Provost and Secretary to the APB
cjhass@aa.ufl.edu
Sources of Information


• [http://regulations.ufl.edu/](http://regulations.ufl.edu/) for UF Regulations on tenure and promotion process, and permanent status

• Your College/Unit website
The Online & Workflow Systems (OPT)

- Promotion, tenure and permanent status process uses online & workflow system - OPT.

- Faculty reviewers interact with the system to **view** documents.

- Candidates access the template in the online system, upload documents, and view the packet and all actions through the workflow process.

- All documents must be uploaded as PDF files.

- Some sections will auto-populate.
OPT Information

• For simulations, FAQs, a workflow chart, instructional guides, and self-paced on-line training, go to:
  
  http://hr.ufl.edu/learnandgrow/toolkits-resource-center/human-resources-toolkits/online-promotion-tenure/

• Template is accessible through MyUFL to any faculty – no special role needed.
Observations

3 Broad Categories for Evaluation:
  • Teaching
  • Research
  • Service
  • HSC has Clinical; IFAS has Extension
Promotion & Tenure

Tenure requires distinction:

- Typically two areas: Normally teaching & research
- College & department guidelines clarify expectations and “distinction”
- Health Science colleges often have different tracks for NTT – single mission, etc.

Timing:

- Mid-point review for tenure-accruing
- You must be nominated for tenure by beginning of last year of tenure probationary period, although you may elect earlier consideration.
Promotion

• Every faculty role is eligible for promotion
• Guidelines cover promotion and tenure
• Everybody goes through the same process
• Distinction

• 2 Areas

• Use the ENTIRE packet.
  • Job Duties
  • Areas of Specialization
  • Teaching, Advising, and Instructional Accomplishments
  • Educational Portfolio
  • Research narrative
  • Creative works
  • Patents / Publications
  • Lectures / Presentations
  • Sponsored Programs
  • Extension
  • Clinical Service
  • Service Narrative

  } Building your brand, credibility, vision, mission

Document Impact
Scholarly Impact

• Demonstrating scholarly impact
  • Expectations for tenure and promotion to Associate Professor are different in degree than for promotion to professor

• Promotion: how has your profile grown and the impact of your work broadened since hire/last promotion?

• Evaluators address different contexts: impact on department, college, university, national and/or international profession, discipline; teaching, research, service

• “Translating” your work

• Evidence of scholarly impact varies somewhat from discipline to discipline
Process Timeline

• April—June prior to cycle year solicitation of letters (you and chair)
• **Your** Hands → preparation spring/summer prior to cycle year. CERTIFY
• **FALL**
  • Department Faculty Assessment
  • Chair Letter
  • College Committee for Assessment
  • Dean Letter
• **SPRING**
  • Academic Personnel Board → spring of cycle year
  • Provost → May; approves promotion, recommends tenure
  • Board of Trustees → June; approves tenure
The Big Picture

- Packet is evaluated:
  - Department committee-**Vote**
  - Chair
  - College committee-**Vote**
  - Dean
  - University Academic Personnel Board-Provost
APB

University level faculty panel

• Advisory to Provost; recommends via consensus
  • Each case called is discussed at least once

• 10 members, 5 elected by Faculty Senate, 5 appointed + Vice President for Research, Associate Provost as Secretary
  • All senior faculty or Distinguished Professors
  • 2 = IFAS, 2 = HSC, 6 = E&G (disciplinary representation)
  • Orange and Blue teams

• Meets January – May, 2 hours/week
  • ~300 cases/year including Distinguished Professor award; average packet 60 pages
Communication

• If, for any reason, questions arise at any point in the review process, you need to be available to respond.
  • You can follow status of your packet through OPT.

• While packet at department or college level, queries may come from Dept OPT Admin or College OPT Admin staff.

• Once at University level, queries will come through OPT system and you will receive an email; response should be uploaded as PDFs.
Understand your audience

- Department Faculty
- Department Chair
- College Faculty
- Dean
- Academic Personnel Board
- Provost
Write Your Story
And Own It
Don’t make me read between the lines

DON’T LET ME READ BETWEEN THE LINES
Internal consistency is powerful
Packet Contents

• Prescribed by the template

• Use “N/A” or “None” – no blank sections

• Use packet holistically
  • Evaluators will look for overall understanding of your contributions
  • Work with chair on creating a “50/50” list of evaluators from peer or better institutions; most should not have personal or co-author status
  • Help chair understand and contextualize your work

• Some sections uploaded directly by department or college; you are responsible for accuracy.
Certifying Packet

• Before the packet is released to faculty review, the Candidate must certify its completeness and accuracy.
  • Work off-line with department OPT administrator and mentors to create final version of template.

• OPT allows for return and recertification, but once finally certified ALL changes must be made using Section 34.
  • Take the time to make sure your certifiable version is as free of typos, grammatical mistakes, and inaccuracies as possible prior to upload.
Additions to Packet

• Materials can be added to packet at any stage
• Candidate must be informed—nothing added without candidate’s knowledge
  • OPT system requires Candidate approve any additions s/he does not make (except for results of departmental and college assessments, chair’s and dean’s letters).

• Candidate can add materials in Section 34 at any time using the OPT system.

• Make any corrections, deletions or additions in Section #34 – original items will not be open for changes!
Withdrawal

• Packet can be withdrawn at any stage in the process

• No “penalty” for withdrawal in cases of promotion or tenure prior to end of probationary period
  ▪ HOWEVER, if you are in the last year of your tenure probationary period you MUST EITHER:
    • Withdraw and resign (requires agreement with department chair); OR
    • Receive the official tenure denial.
    • In both these cases, you will have a one-year notice period if you have been at UF at least 3 years
Faculty Home Page

MyUfl>main menu> self service> UF Faculty Promotion and Tenure

UF Online Promotion & Tenure Home
Welcome to UF’s system for promotion, tenure and permanent status. If you have any questions contact Faculty Relations at opt@admin.ufl.edu

<table>
<thead>
<tr>
<th>Your Name</th>
<th>Emp ID</th>
<th>Your ID</th>
</tr>
</thead>
</table>

Promotion & Tenure Packet Actions
- View the Promotion & Tenure template packet, upload documents and view the status of reviews tracked in Online Promotion & Tenure.
- Promotion & Tenure Packet

Identify Designee Editor
- Identify a designee editor to enter data or upload packet documents on your behalf.
  - Designee Editor: Janet Malphurs.
  - Add/Update a Designee Editor

Track Ongoing Activity
- Enter and view data on activities and events including honors and awards, presentations; and publications. This data can be extracted for use in your packet.
- Faculty Activity
Template Access

MyUfl>main menu> self service> UF Faculty Promotion and Tenure> Promotion and Tenure packet

UF Online Promotion & Tenure Packet

The P&T packet must be prepared according to University Guidelines.

Your Name

Current Review

Upload/View Documents for Current Review

Use this link to upload documents and view the status of a review for the current year in Online Promotion and Tenure. (The link is not active if there is no current review.)

Promotion and Tenure Document

Packet Template with Activity

Open the packet template document populated with available data such as your professional education, tenure date, teaching evaluations and graduate committees.

Promotion and Tenure Review History

Use this link to view prior year reviews that were tracked in Online Promotion and Tenure. (The link is not active if no history is available.)

Office of the Provost - Promotion and Tenure Information

Link to the Provost's site. (Opens in a new window.)
Pre-populated Template Sections

- Date of tenure at UF, if applicable (HR)
- Candidate education information (HR)
- Graduate committee service (GIMS)
- Course evaluations (from UF online course evaluation system; 10 years)
- Sponsored Projects (from UFirst)
- Effort reported (since 2011)
- Self-service modules (if entered):
  - Publications; patents/copyrights; presentations; and honors
- Best to correct errors at the original data source, although you can simply make corrections in the template.
Self Service Modules

MyUfl>main menu> self service> UF Faculty Promotion and Tenure> Track on going activity

UF Online Promotion & Tenure Activity

Track Ongoing Activity

Use these links to view or update your activities. The data will be available to include in your packet, if you choose to do so, for your next Promotion & Tenure Review.

- Professional Education
- Patents/Software Copyrights
- Publications
- Presentations
- Honors

Packet section 5 (read only)
Packet Section 15
Packet Section 16
Packet Section 17
Packet Section 27

Return to Main Page
Patents/Copyrights
Presentations

Add Presentation

Enter information about the presentation and then click Save.

Presentation Venue
*Presentation Status
*Presentation Type
*From Date
(example: 02/12/2003)
To Date

*Title

*Sponsor Organization

*Place of Presentation

URL

Author List Work Area (not saved)

Default Role: Author

Split Author List

Order
Author Name

Role

Presentations [Find] [List]

Self or Member

 self (bold) [List]

Notes

Include these notes in presentation reference

Save

Return to List
g. Non-refereed Publications (Author, Co-author(s), Title, Name of Journal, Bulletin, Circular, or other Publication, Volume, Date, Inclusive Pages)


Faculty Designee Editor

The Designee Editor will have access to update activity and events such as Presentations, Honors, and Publications on behalf of the faculty member. The Designee will also have access to view and upload documents for a current Promotion and Tenure Review until the packet is certified for review.

Designee Editor | XXXXX

Save

Return to Main Page
## OPT Packet Tab

As Candidate

<table>
<thead>
<tr>
<th>Category</th>
<th>Subject</th>
<th>Comment</th>
<th>Approved</th>
<th>Update Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Faculty Packet</td>
<td>Faculty Packet</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>2 P&amp;T Criteria</td>
<td>03 - Tenure &amp; Prom. Criteria</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>3 Letter</td>
<td>23 - Chair's Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>4 Letter</td>
<td>29 - Dean's Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>5 Letter</td>
<td>30 - Sample Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>6 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>7 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>8 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>9 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>10 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>11 Letter</td>
<td>31 - Biosketch and Letter</td>
<td>Texas A&amp;M University</td>
<td>n/a</td>
<td>View</td>
</tr>
<tr>
<td>12 Annual Evaluation</td>
<td>32 - Annual Evaluations</td>
<td>n/a</td>
<td>View</td>
<td></td>
</tr>
<tr>
<td>13 Further Information</td>
<td>33 - Further Information</td>
<td>Peer Teaching Evaluation</td>
<td>Approved</td>
<td>View New</td>
</tr>
</tbody>
</table>
Section 2

• JOB Duties
• Optional Covid Statement-Faculty have the ability to add a statement regarding the impact of the COVID-19 pandemic on the nominee’s professional life -- up to 500 words. This statement should explain how the nominee adjusted/compensated for pandemic related difficulties impacting their research, teaching, clinics, extension or service.
Section 4

• This section will auto-populate from information in the effort system since 2011.

• For prior years, if needed, add:
  • UF assignment only, prior to 2011
  • Do not change the category labels
  • Leave categories blank that are not relevant
  • Round all percentages –do not list as 15.5%
  • There should be one table only
<table>
<thead>
<tr>
<th>Term Year</th>
<th>Teaching</th>
<th>Research</th>
<th>Service</th>
<th>Extension</th>
<th>Clinical</th>
<th>Sabbatical</th>
<th>Leave</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2016</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Spring 2016</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Summer 2015</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Spring 2015</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>3 %</td>
<td></td>
<td>97 %</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Summer 2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Spring 2014</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Fall 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
<tr>
<td>Summer 2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100 %</td>
</tr>
</tbody>
</table>
Section 9

TEACHING, ADVISING, AND INSTRUCTIONAL ACCOMPLISHMENTS

• In no more than 750 words, describe your teaching, advising, professional responsibilities (Librarians), and/or instructional accomplishments.

• Syllabi, course examinations and other materials used in classroom instruction should be made available at all levels for review as needed or requested. Do not include them in the packet in this section.
Section 10A

• Section A – Results of course evaluations
  • OPT will auto-populate, summary table auto-created.
  • You add whether a required course and percentage responsibility for team-taught.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Responded</th>
<th>Response Rate</th>
<th>Mean</th>
<th>Dept Mean</th>
<th>College Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Description of course objectives and assignments</td>
<td>28</td>
<td>60%</td>
<td>4.71</td>
<td>4.37</td>
<td>4.45</td>
</tr>
<tr>
<td>2. Communication of ideas and Information</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.13</td>
<td>4.27</td>
</tr>
<tr>
<td>3. Expression of expectations for performance in this class</td>
<td>28</td>
<td>60%</td>
<td>4.89</td>
<td>4.31</td>
<td>4.41</td>
</tr>
<tr>
<td>4. Availability to assist students in or out of class</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.27</td>
<td>4.37</td>
</tr>
<tr>
<td>5. Respect and concern for students</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.33</td>
<td>4.43</td>
</tr>
<tr>
<td>6. Stimulation of interest in course</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.17</td>
<td>4.29</td>
</tr>
<tr>
<td>7. Facilitation of learning</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.08</td>
<td>4.23</td>
</tr>
<tr>
<td>8. Enthusiasm for the subject</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.30</td>
<td>4.41</td>
</tr>
<tr>
<td>9. Encouragement of independent, creative, and critical thinking</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.22</td>
<td>4.34</td>
</tr>
<tr>
<td>10. Overall rating of the instructor</td>
<td>28</td>
<td>60%</td>
<td>4.93</td>
<td>4.13</td>
<td>4.27</td>
</tr>
</tbody>
</table>
Section 10B

- Section B – Peer Evaluations
  - Put any peer evaluations of teaching in this section, if available. These are not required at all units, need to check with your college (CALS-IFAS does require).

- Non-UF Evaluations
  - If teaching evaluations completed during the last 5 years from other institutions are available (mainly for new hires who come up quickly for tenure), they can be put in section 34.
Section 11

EDUCATIONAL PORTFOLIO

• In some units, faculty develop portfolios in which they document excellence in educational scholarship, leadership & service.
• Faculty, such as Lecturers, whose primary assignment is teaching may include in this section samples of materials that document the instructional accomplishments described in Section 9.
• If you are not in either of these categories, put N/A for this section.
CONTRIBUTION TO DISCIPLINE/RESEARCH NARRATIVE

• In no more than 750 words explain your research/creative contribution to your discipline.

• Describe briefly the overall area within which your research/creative program falls and how your publications, creative work, research projects, grants, fellowships, extension works, etc. reflect your research/creative program and your achievements.

• Address the quality of the journals in which you publish and the impact of your research/creative program.
Section 13 – Cont’d

• DO NOT include copies of any supporting materials in this section.
  • All supporting materials (except those included in Section 11 for teaching) should be made available off-line.

• This includes reviews of performances; newspaper or journal reviews of your work; photos of art work or performances; published articles; or any other supporting documentation.
Section 15 Patents/Copyrights

- If you have entered the data into the OPT system, this section will auto-populate.

15. PATENTS AND COPYRIGHTS
Include date(s) with each item and give an indication of the significance of its (their) contribution to the profession/discipline.

Plant Patents

A. Kwolek-Folland. 2010. World’s Best Strawberry. 12345678. Approved: Yes. Licensed: Yes. Revenue: $500,001 - $1M+. This plant has revolutionized the strawberry industry. It has been adopted by colonies on Mars!!.
Section 16

16. PUBLICATIONS

• If you use the self-service module in the OPT system to enter publications, these will be auto-populated in the template in the correct order.

• If not, add publications according to the subsections listed in the template.
• Use Section 34 for acceptance letters and information on submitted or forthcoming publications.

• Books that are under contract but have not yet been completed or accepted for publication are to be listed in Section 34.
  • Note that a contract from a publisher is not sufficient to claim a book is “accepted” or “in press.”

• Do not include theses and dissertations in the publication listing.
Section 17 Lectures, etc.

- This section will auto-populate if you have entered information.
- Should only include presentations *given by the candidate*.
  - Posters or other presentations given by graduate students, undergraduate students, post-doctoral associates, etc., should be summarized or discussed in Section 9.
Section 18  Sponsored Projects

- Note: This section will auto-populate some contract & grant data from UFfirst. Update, correct, or add information as necessary.
- Verify that each entry includes the effective dates of the contract/grant, the value, the name of the external funding agency, and the role of the nominee, i.e., P.I., co-P.I. (including percentage responsibility), Senior Personnel, Investigator, or Sponsor.
- Indicate on the funding chart if the grant/contract was “Ext” or “Int”
- Do not include any other roles in this list.
- Put the amount of grant dollars for the total grant and that accrue to the candidate. Provide a total for the grants and the candidate’s portion.
- Expand the chart as needed.
### List of Funding - Internal <Year> to <Year>

<table>
<thead>
<tr>
<th>Role</th>
<th>Reporting Agency</th>
<th>Grant Title</th>
<th>Dates</th>
<th>Awarded/Anticipated</th>
<th>Candidate Allocation ($Amount)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

### List of Funding - External <Year> to <Year>

<table>
<thead>
<tr>
<th>Role</th>
<th>Reporting Agency</th>
<th>Grant Title</th>
<th>Dates</th>
<th>Awarded/Anticipated</th>
<th>Candidate Allocation ($Amount)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI/PD</td>
<td>US DEPT OF AG (2009-51181-05783)</td>
<td>Increasing Consumption of Speciality Crops by Enhancing (00075597)</td>
<td>Sep/09 - Aug/14</td>
<td>$2,518,563 $2,518,563</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Bringing MARKETMAKER to Specialty Crop Growers (00081279)</td>
<td>Feb/11 - Mar/13</td>
<td>$84,735 $84,735</td>
<td></td>
</tr>
</tbody>
</table>
For assistance with these values, please run the ‘UFIRST Projects’ report available at this path: Enterprise Analytics > Sponsored Program Information > Awards > UFIRST Projects.
Section 18 – Cont’d

b. Submitted – Pending Decision – Provide a list in reverse chronological order; include the date of submission and any other relevant information as in 18.a, including if this is a resubmission.

c. Submitted - But Not Funded – Provide a list in reverse chronologic order. This list should include the date of submission, amount of proposal, name of agency, proposed role of nominee. Indicate any resubmissions

Include all subcategories a-c even if there is nothing to report.
Section 23 International

- Briefly describe teaching, research, and service activities in light of their significance for your scholarly career, including your rationale and goals for engagement in international activities, and any outcomes or impact resulting from your international engagement.
- This section allows you to summarize and attach significance; do not list items, or repeat items noted elsewhere.
Section 34  Further Information

• This is a general section that allows you to include such things as letters of acceptance from publishers, a list of submitted publications, information on forthcoming books, unsolicited letters of recommendation (please indicate that these are unsolicited), committee reports, as well as any additional information you wish to submit.

• Information should be restricted to professional accomplishments and should not include such items as “thank you” or acknowledgment letters.

• Do not include vitas/resumes, publication reprints and reprint requests in the packet. These may be requested by the reviewing bodies at any level of the process.

• May also be used for any additions or changes that need to be entered once the packet is certified for review.
T&P Contacts

• Your Chair or College Associate Dean and College and Department Contacts:
  http://www.aa.ufl.edu/tenure/

• Chris Hass, Associate Provost and Secretary to the APB, cjhass@aa.ufl.edu

• Hamleen Gregoire, Coordinator, Faculty Academic Programs, College of Medicine, hamleen@ufl.edu
Developing You

- Office of Faculty Development & Teaching Excellence
  - Workshops, FYTA, Instructors Handbook
  - Teaching awards

- Division of Research Program Development and Division of Sponsored Programs

- Leadership programs https://leadership.hr.ufl.edu
  - Supervisory Challenge, HERS, SECU ALDP, UF’s Advanced Leadership, Academy UF, Florida Institute for Academic Leadership
Thank You