

# Promotion & Tenure Workshop

May 6, 2016  
9:00 a.m. – 10:30 a.m.  
SEB 2009B



# Agenda

**Step 1:** I want/need to go forward for promotion, what do I do?

**Step 2:** When are the deadlines I need to be aware of?

**Step 3:** What should I / How do I .... highlight what I do?

**Step 4:** What do I do once I have submitted everything?

**Step 5:** What does the Promotion & Tenure Committee do with my dossier?

**Step 6:** When do I find out if I've been successfully promoted?

# Objectives

- Describes current collective agreement guidelines (and timelines) for Promotion & Tenure
- Describe the opportunities for promotion based on your current planned activities
- Begin to create / enhance your teaching dossier
- Be more optimistic about your own promotion
- Describe how to get help with your career development

# Step 1

*I want/need to go forward for  
Promotion (and Tenure) ....  
What do I do?*

# Who can go forward for Promotion?

## Required:

- Full-Time Assistant Professors with a Probationary Appointment are required to go forward for Promotion & Tenure within 6 years of the start of their appointment.
- Full-Time Associate Professors with a Probationary Appointment are required to go forward for Tenure within 3 years of the start of their appointment.

## Elective

- Full-Time Associate Professors with Tenure may elect to go forward for promotion to Professor
- Limited Term Assistant/Associate Professors with academic responsibilities in Teaching, Research and Service.

# Workload Requirements

Most Faculty Members are on a standard workload consisting of:

- 40% Research
  - 40% Teaching
  - 20% Service
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- Some Members may have an Alternative Workload Arrangement (AWA) to alter the above percentages and as such are evaluated based on their altered workload.
  
  - Whatever your workload is, you should always ensure that you are reviewing this with your Chair annually to ensure that it is documented correctly.

# Annual Review Meetings / Annual Performance Evaluation (APE)

- The purpose of the Annual Review meetings are for probationary faculty to satisfy him/herself that s/he understand the expectations for meeting the criteria for tenure. It also allows a Members progress to be addressed and generate a record of performance in Teaching, Research and Service that is sufficient to meet the criteria required for Promotion & Tenure.
- The purpose of the Annual Performance Evaluation (APE) meetings are for all faculty members to be evaluated on their performance over the past 3 year time period.

# Step 2

*When are my deadlines?*



# The Deadlines....

## MARCH 31 Due

- CV; Teaching Dossier and notice of intent to go forward for Promotion (if applicable)

## APRIL 30 Due

- A list of Potential External Reviewers, Colleagues and Students
- List and copies of top publications for dossier (up to 10)
- Candidate Statement/Research Statement

## AUGUST 31 Due

- Any additional written material relevant for your dossier.

Deadline to Provost:

*November 1 for Tenure; November 15 for Promotion only.*

# Step 3

*What should I / How do I .....  
highlight what I do?*

# What criteria is used to decide if I am to be promoted to Associate Professor with tenure?

Clause 4.1 of the *Promotion & Tenure* Article of the FCA states:

“...the significance accorded to Teaching and Research shall be approximately equal and, in all cases, each shall be accorded greater significance than Service. The records of performance in both Teaching and Research must be **sufficiently strong** to warrant the granting of Tenure and/or Promotion at The University of Western Ontario. While a candidate must have achieved a satisfactory record of performance in Service, the meritorious performance of these duties shall not compensate for an insufficiently strong record of performance in Teaching or Research. However, an unsatisfactory record of performance in Service contributions may be an important factor in the denial of Tenure and/or Promotion.”

# What criteria is used to decide if I am to be promoted to Full Professor?

Clause 4.3 & 4.3.1 of the *Promotion & Tenure* Article of the FCA states:

“The conferral of the rank of Professor shall recognize **high achievement** in Teaching and Research. A candidate for Appointment at, or promotion to, the rank of Professor shall have sustained the record of performance in Teaching and in Research required to warrant Appointment at, or promotion to, the rank of Associate Professor, and shall **also have established a record of performance in at least one of these criteria that significantly surpasses that standard.**”

“While the recommendation for Appointment or Promotion to the rank of Professor shall be based primarily on Teaching and Research, a candidate must also have established a **significant record of performance in Service contributions.**”

# What criteria is used to decide if I am to be promoted and/or tenured?

*“Promotion and the granting of Tenure by the Employer is on the basis of an established record of performance and not on the basis of potential to establish such a record” (P&T Clause 3.1.2)*

## **TEACHING** (P&T Article, Clause 3.1.1)

- May include material deemed by the candidate to be relevant
- Shall include any available results for Student Questionnaires on Courses and Teaching
- Shall include consideration of a Member’s submission in the P&T File that speaks to accomplishments in Teaching beyond student responses to questionnaires and/or factors that may bias such student responses
- HQP supervision and training

# What criteria is used to decide if I am to be promoted and/or Tenured?

## RESEARCH (P&T Article, Clause 3.1.2)

- May include material deemed by the candidate to be relevant including non-refereed articles, unpublished documents, work in progress, creative works ... and shall be weighted accordingly.
  - Note: Research is based on an 'established' record of performance not on the basis of 'potential to establish' such a record.

## SERVICE (P&T Article, Clause 3.1.3; 4.3.1; 4.3.1.1)

- May include committees, administrative posts, service to the profession, conference organization, editorships.
- **Promotion to Professor where candidate has had a significant Service Workload:** Standard for teaching and research unchanged, but recognition that time taken to achieve the required record may have been longer.

# What should be in my Curriculum Vitae (CV)?

Information to include in your CV:

Research: All publications (Journals, Chapters, Abstracts), refereed and non-refereed.

Teaching: Courses taught, curriculum development, HQP supervision, program development.

Service: Committees, Administrative Posts at the Department, Faculty and University levels. Also include service to the profession.

# How do I highlight my research in my CV?

*“The evaluation of the record of performance in Research shall take into account quality, creativity and significance for the discipline and, where relevant, for the profession in question, as well as productivity” (P&T Clause 3.1.2)*

- While there is no minimum number of peer-reviewed publications, grants, invited lectures, H index or academic citations, the review is based on the norms within your department and the norms outlined in your letter of appointment. (see handout)
- It’s important to follow the advice provided in your Annual Performance Evaluation (APE) and probationary meetings.



# Tips on documenting Scholarly Publications in a CV?

- Follow the information requirements outlined in the template OFR provides
- Do not be too creative with the format
- Describe your contribution to co-authored papers
- Contributions to books, clearly identified (i.e. “contributed chapter”, “edited”, “co-edited”, “authored”, “co-authored”)
- Clearly identify HQP who are co-authors
- Papers in preparation or under submission should be listed separately from those already published or in press
- Provide an H-index (optional)
- Provide the number of citations for each publication by date of submission and the source (optional)
- Provide impact factor of journals you publish in and cite source (optional)
- Clearly list all HQP supervised and note if you are the sole supervisor or co-supervisor. If a co-supervisor, outline your role in the supervision

# What should be in my Teaching Dossier?

## Examples:

- List of courses, modules or lectures taught since your initial full-time appointment or your last promotion (as applicable)
- Outlines for courses, modules or lectures taught in last 2 years (max 5 pages; most recent; outline of course you've radically changed)
- Lists of students supervised
- Summary of student evaluations of teaching. The Deans office will provide this for you. See handout.

Note: Teaching Dossier can not exceed 35 pages (including a max of 20 pages of appendices)

# Components of a GOOD Teaching Dossier

Description of Teaching Responsibilities :List of courses and your responsibilities, innovations in teaching, self-improvements (workshops), availability to students

Evidence of Excellence : Student evaluations, teaching evaluations, visiting professorships, accomplishments of students, Awards (Departmental, University, Faculty).

Teaching Philosophy : A1-2 page summary of your personal philosophy/theory of education and why you do what you do. It should reflect your theory of learning and the roles/responsibility of teacher/learner. Make it impactful but short and it's recommended to be updated every 5 years or sooner. Each person's role is unique therefore include your own unique contribution

# Why you should include a Candidate/Research Statement

Purpose: It is your opportunity to highlight and explain the academic contributions throughout your career that you feel are significant for the committees considering your case. This statement is your opportunity to indicate your activities and your role within the Department, Faculty and University.

## What to include:

- Highlight in more detail certain items from your CV or teaching dossier and explaining the impact (i.e. administrative leadership, education initiatives)
- Describe accomplishments not included in your CV or Teaching Dossier and evaluate their impact (i.e. innovative laboratory technique, attracting elective fellows)
- Provide a perspective on initiatives underway presently or in the near future and results that you anticipate
- If applicable, mention any significant special circumstance which have arisen during your career that have affected your performance (i.e. periods of absence, unsuccessful research initiatives).

# How should I select my top research publications?

- High H index and citations
- Significant/Innovative research
- Do NOT send out unpublished work

# Who should I choose for External Referees?

External Referees - are individuals from outside Western University who are required to be at the rank of Associate Professor or above. They have expertise which qualifies them to comment in an independent and unbiased manner on your selected research papers and your reputation in research and scholarly activities.

Arm's length experts in an area of your specialization are NOT:

- a member of the University
- a relative or close personal friend
- a former graduate school teacher
- a thesis advisor/examiner
- a present or former student
- a present or former co-worker
- a co-author or co-applicant
- your previous advisors research group

\* It's important to choose external reviewers who are:  
international, national and US reviews. \*

# Where to Find External Referees?

- It's important to choose external reviewers who are: *international, national and US reviewers.*
- Collecting Names through: Conferences; reading literature; Mentors may provide names of established scholars who have expertise in your discipline(s).
- Provide at least 15 names of possible “arm’s length” external referees (where possible, the number on the list should be at least 3x the number of referees to be chosen – or if joint, 3x the number of referees for each discipline).

# Step 4

*I have submitted everything,  
what do I do now?*



# Finalizing your P&T Dossier

- The Administrative Officer will be helping you collect and create your P&T binder.
- Once they have received all the required documentation from you they will finalize your Promotion & Tenure dossier including all the support letters from your students/peers and external referees. At this point your A.O. will contact you to review your sanitized P&T dossier. This typically occurs in early September.
- Once you have reviewed your sanitized dossier you must sign off indicating you are allowing it to be brought forward for the P&T Committee to review. Once a signature has been obtained the AO will then submit one hard copy and one soft copy of the dossier to the Dean's Office for the committee's review and recommendations on your file.

# Step 5

***What does the P&T Committee  
do with my dossier?***

# P&T Committee

- Committee Membership: Four representatives from the Department; two external representatives from outside the Faculty of Engineering, and one representative from another Engineering Department. (P&T Article, Clause 7)
- Joint Committee Membership: Vary as they need to include both departments representation on the committee. (P&T Article, Clause 9)

**Conflict of Interest** = an actual or apparent conflict of interest “that is of sufficient seriousness to compromise the integrity of a decision-making process” . This must be disclosed by committee members early (before meetings begin).

# P&T Committee's Responsibilities

- Committees meet (usually in September/October) and review all dossiers that have been submitted within their Department and review all the information provided. Only those on the P&T Committee have access to such information.
- Committees may request additional information or consult with the faculty member going forward to ensure that they have a good understanding of all the documentation received.
- Two recommendation letters are required by both the Chair of the P&T Committee (the Dean) and the Committee (usually the Department Chair) with the recommendations regarding the file.
- The dossiers will be forwarded to the Provost for final decision by the Dean's Office by:
  - Promotion & Tenure: November 1
  - Promotion only: November 15

# Additional Information/Consultation Requested by Committee

- The Committee or Dean may ask you to supply additional information so that they can answer any questions they may have or fill in any blanks.
- If this is requested:
  - You have two weeks to provide the additional information from the date of the request
  - A copy of the request and your response will become part of the File
  - You may seek support of an Academic Colleague or UWOFA representative.

If the committee still requires more information or is considering a negative recommendation they will provide you:

- A written statement of concerns
- Invite you to a consultation meeting (which must occur within 2 weeks of the request). It is subject to extension for extraordinary circumstance).
- Time to prepare additional material for submission at the consultation

# Step 6

*When do I find out if/when I've  
been Promoted?*

# Provost's Role

- The Provost will review the File, consider the recommendations from the committee and the Dean and make a final decision. The Provost may consult with the Vice-Provost (APPF) or the VP, Research and such consultation is documented to the File.
- If considered appropriate, the Provost may return the File to the committee with a statement describing concerns. If this is requested:
  - A copy of concerns will be provided to you
  - You will have two weeks to provide any additional information to the Committee and the Provost
- If the Provost is considering a denial:
  - File will be returned to the Committee with a copy of the concerns provided to you and you will have two weeks to provide any additional information to the Committee and the Provost.

# When do I find out if I've been Promoted?

- Usually find out just before Christmas or early January.
- Provost has 6 weeks to turn the dossier around once they receive it.



# Summary

- Start to think about:
  - Students
  - Peers
  - External Referees
- Start developing your candidate statement
- Know the rules
- Take advantages of all the resources available (Promotion Guides, Departmental support, etc).
- Document, Document, Document
- Don't be afraid to ask for help

# Resources

- Promotion Guides
- Teaching Support Centre website (helpful on Teaching Dossier)
- Faculty Relations Website
- Useful Contacts
  - Department Chair / Department Administrative Officer
  - Christina MacDonald ([christina.macdonald@uwo.ca](mailto:christina.macdonald@uwo.ca))
  - Laura Fleming ([lflemi@uwo.ca](mailto:lflemi@uwo.ca))

# Questions?





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