

**THE UNIVERSITY OF GUELPH
SCHOOL OF LANGUAGES AND LITERATURES
Committee on Tenure and Promotion Guidelines**

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Criteria Respecting Tenure and Promotion and Performance Rating

It is the responsibility of the School Committee on Tenure and Promotion, duly elected, to apply to individual cases the articles stated in the Collective Agreement (CA). The Committee will do so with an eye to the well-being of the School, of its constituent disciplines, and of its faculty and students.

Three broad areas of activity can be distinguished, and may be approached differently, first with respect to performance rating, and secondly with respect to tenure and promotion. These are teaching, scholarship, and service.

A faculty member's accomplishments over his/her entire career are relevant for tenure and/or promotion considerations. For biennial (or annual) reviews, henceforth referred to as performance reviews, the previous two (or one) years will be the basis for evaluation.

Calendar

**Office of the Provost and Vice President (Academic)
Schedule of Dates for Tenure, Promotion, and Performance Review - 2012**

Yellow shading indicates Department-Level responsibility

	Activity	To be completed by:	Collective Agreement Reference
1	<p>Department Chair to issue a memo to all Assistant and Associate Professors, reminding of the following:</p> <ul style="list-style-type: none"> • Applications for Tenure and/or Promotion must be made in writing by the Faculty member to the Dean, through the Department Chair, by May 15th. • All applications (due May 15th) will include the name and full contact information for six external assessors. • Faculty member intending to submit an Application for Tenure and/or Promotion must therefore meet with the Chair in early April to commence the process of agreeing on a list of six acceptable external assessors (to be provided to the Dean by May 15th). If agreement cannot be reached, the Department Committee will decide the acceptable assessors to be provided to the dean. • All supporting information, to be provided to the External Assessors, must be provided by the Faculty Member to the Dean by June 8th. 	April 2 nd	21.40, 21.41
2	Election of Department Committee Members	April 13 th	21.24 (a) (b) (c)
3	Election of College Member of Department Committees	April 27 th	21.24 (c)

4	Election of Department Member of College Committee	May 18 th	21.30 (b)
5	Election of University Tenure and Promotion Appeals Committee Members	June 1 st	21.49, 21.50, 21.51
6	Deadline for Faculty to submit Applications for Tenure and/or Promotion. All Applications must be made in writing by the Faculty Member to the Dean, through the Chair, by May 15 th . The Application must also be accompanied by the names and full contact information of six (6) acceptable arm's length external assessors.	May 15 th	21.40, 21.41
7	<p>Department Chair to issue a memo to all Faculty Members reminding of the following:</p> <ol style="list-style-type: none"> 1) Faculty Member must provide his/her completed Progress/Performance Assessment Template(s) and all relevant documentation to be included in his/his Assessment File, to the Chair, by August 15th at the latest. 2) The Chair will arrange, with each Faculty Member, a time to meet prior to the commencement of deliberations. 3) The Dean is available to meet, upon request, all probationary Faculty Members. 4) Failure to submit completed Assessment Template and relevant documentation for his/her Assessment File (without prior approval from the Dean and Provost) will result in the Faculty Member receiving an Unsatisfactory performance assessment, and, in the final year of candidacy for Tenure the termination of the Faculty Member's appointment. 	June 1 st	21.18, 21.25, 21.27, 21.37, 21.39, 21.59, 21.60

8	Information (to be provided by the Faculty Member) which will accompany the Letters to the three selected External Assessors (related to Applications for Tenure and Promotion) is due to the Dean's office by June 8 th .	June 8 th	21.22, 21.40, 21.41
9	Chair will meet with each probationary Faculty Member to review his/her Assessment file prior to the commencement of Committee deliberations.	Prior to the end of August	21.37
10	Dean shall, upon written request from the probationary Faculty Member, and within 10 working days of receipt of request, meet with the Faculty Member to review his/her assessment file.	Prior to the end of August	21.37
11	Dean to communicate with external assessors. Information to assessors will be accompanied by standard letter developed and approved by Provost. Once three letters of External Assessment have been received, the Dean shall ensure a copy of said letters is provided to the Chair of the Department Committee prior to the commencement of Committee deliberations.	June through September	
12	Chair will ensure that documentation pertaining to the Faculty Member's DOE and teaching/course evaluations are properly included in the Faculty Member's file prior to the commencement of the Committee deliberations. Dean will ensure the Department Committee Chair is provided with a copy of all Letters of External Assessment, related to Applications for Tenure and Promotion, prior to commencement of Department Committee deliberations. Chair to ensure the Letters are placed in the Assessment Files prior to deliberations.	By September 7 th	21.27 21.22(g)(h), 21.28

	<p>Chair to make sure all members of the Committee are provided with the relevant T&P Guidelines document prior to Committee deliberations.</p> <p>Department Committee commences review for consideration of</p> <ol style="list-style-type: none"> 1) applications for the granting of tenure and conferral of promotion 2) annual assessment of performance and progress toward Tenure and Promotion to Associate Professor for all probationary faculty 3) annual assessment of performance for all Contractually limited Faculty 4) biennial performance assessment and feedback for all other Tenured Faculty Members 5) Consideration of applications, if any, for Study/Research Leave 6) Consideration for Professor Emeritus status 7) Consideration of any cases for the granting of Adjunct Faculty Status 	<p>September 10th</p>	<p>21.23, 21.33, 21.34, 21.35, 21.36, 21.39, 21.41</p> <p>21.40</p> <p>21.58</p> <p>21.58</p>
<p>13</p>	<p>Department Committee completes the appropriate written Report(s) (signed by all members present for the relevant deliberations) for each Faculty Member considered as outlined in Section 12 (1) to (5) above.</p> <p>Department Committee also provides its recommendation to the College Committee (via the Dean) with respect to each Faculty Member with an Application being considered for</p>	<p>October 12th</p>	<p>21.18, 21.42, 21.62</p>

	<p>the granting of Tenure and/or Promotion.</p> <p>Department Committee completes recommendations to the Dean regarding Study/Research Leave – within 20 days of receipt of the application</p> <p>Department Committee completes its recommendations regarding the granting of Professor Emeritus Status or Adjunct Faculty Status and provides to the Dean.</p>		
14	<p>Chair is responsible to ensure transfer of the complete Assessment File considered at the Department Committee to the Dean, as Chair of the College Committee. The Assessment File will include the following:</p> <ol style="list-style-type: none"> 1) All completed department Reports for all Faculty Members considered (signed by all members who were present for the relevant deliberations) 2) Department Committee recommendations with respect to each Faculty Member with an Application for tenure and/or promotion; 3) Other documents/materials considered by the Department Committee as part of the Assessment File. 	October 15 th	21.31, 21.32
15	<p>College Committee receives all files from the Department Committee.</p> <p>The Dean is responsible to ensure that external assessment letters are included in the Faculty Member’s file prior to the commencement of the deliberations process (i.e. prior to November 3rd).</p> <p>College Committee considers and deliberates as follows:</p>	<p>October 19th</p> <p>November 5th to November 30th</p>	<p>21.29 (b) (c) (d) (e), 21.22 (g), 21.33, 21.34, 21.35</p>

	<ol style="list-style-type: none"> 1) applications for the granting of tenure and conferral of promotion 2) annual assessment of performance and progress toward Tenure and Promotion to Associate Professor for all probationary faculty (i.e. those without applications for tenure and /or promotion) 3) annual assessment of performance for all Contractually limited Faculty 4) biennial performance assessment and feedback for all other Tenured Faculty Members <p>Dean may call Chair to appear before the College Committee as part of the deliberations process.</p>		
16	<p>Within 15 days following completion of the College Committee's considerations, the Dean will provide to each Faculty Member who has been considered by the Committee, a letter (signed by all members of the College Committee who were present for the relevant deliberations) the following:</p> <ol style="list-style-type: none"> 1) for those being considered for Tenure and/or Promotion, the recommendation of the College Committee along with the reasons for the recommendation in each of the three areas of effort (teaching, research, service) in accordance with the Departmental Guidelines. 2) For all Faculty, the outcome of the performance assessment (i.e. the Faculty Member's Performance Rating – Unsatisfactory, Needs Improvement/Development, Good, Very Good, or Outstanding). 3) The Dean will inform the Faculty Member and the Department Chair, in writing of his/her decision to approve or deny the Study/Research 	<p>By December 21st (3 weeks to prepare letters)</p>	<p>21.29 (i), 21.43, 21.63</p> <p>21.43, 21.44</p> <p>21.63</p>

	<p>leave within twenty (20) days of receipt of the Departmental recommendation. Reasons for denial, or for the need to delay the commencement of such a leave, where this situation applies, will also be given in the Dean's letter.</p> <p>The Dean will also write to those Faculty Members who failed to submit his/her completed Assessment File, of the result of the "Unsatisfactory" performance assessment – and/or for those in the final year of consideration for Tenure – that the Faculty Appointment will be terminated.</p>		21.39, 21.60
17	The Dean forwards to the Provost all College Committee recommendations with respect to the granting of Tenure and the conferral of Promotion, along with full files and copies of all correspondence related to those recommendations. The Dean will also forward to the President all positive recommendations on the granting of Tenure and conferral of Promotion.	December 21 st	21.29 (h) and (g), 21.45
18	A Faculty Member wishing to appeal a negative recommendation of the College committee with respect to the granting of tenure and the conferral of promotion OR a Faculty Member wishing to appeal a performance rating of less than "good" must do so, to the Chair of the University T&P Appeals Committee (i.e. Provost) within fifteen working days of the date of issuance of the letter from the Dean	By January 11 th at the latest	21.47, 21.48
19	University T& P Committee commences deliberations of Appeals as follows: 1) Appeals of negative	January 21 st	21.49, 21.53, 21.55, 21.64

	<p>recommendations with respect to Applications for the granting of Tenure and/or Promotion;</p> <p>2) Appeals of <u>overall</u> performance rating of less than “Good” .</p> <p>The University T&P Appeals Committee may request the Faculty Member, the Chair, the Dean, and any other member of the Department and/or College Committees to appear before it as part of the deliberations process.</p>		21.54, 21.66
20	<p>Following the hearing of all appeals, the Provost shall forward the recommendations with respect to the granting of Tenure and conferral of Promotion to the President.</p> <p>The Provost, as Chair of the University T&P Appeals Committee, will provide the decision regarding appeal of performance rating to the Faculty Member within 15 days of the date the Faculty Member’s case was heard by the Committee.</p>	<p>February 8th</p> <p>February 8th</p>	<p>21.57</p> <p>21.69</p>
21	<p>The President informs the Faculty Member in writing of the decision of the University with respect to the granting of Tenure and the conferral of Promotion.</p>	February 22 nd	21.46
22	<p>Grievance, if applicable, must be submitted within 30 days following receipt of the decision of the President.</p>		21.70

In Accordance with the UGFA Collective Agreement, Study/Research Leave Applications may be submitted by eligible Faculty Members at any time – the above serves as a guide only in the case where a Faculty Member submit an application on or near August 15th.

Criteria for Tenure and Promotion to Associate Professor

Tenure and Promotion decisions will be made on the basis of total career activity up to the date of submission of the current report. Cc the Collective Agreement subsection: "Tenure and Promotion and Review of Faculty".

1. TEACHING

A proven record of successful teaching, engagement with applicable methods of pedagogy and contribution to curriculum development.

Performance in supervision of undergraduate/ graduate student research, if applicable, will be considered.

The following kinds of documentation are appropriate for submission:

- a) Teaching evaluation data using approved School forms and methods.
- b) Course outlines
- c) Unsolicited but signed letters from students
- d) Teaching dossier
- e) External recognition such as prizes.

Examples of information that can be submitted by faculty members for consideration by the Promotion and Tenure Committee are given below. This list is intended for guidance and is not prescriptive.

1) Teaching Activities might include

1. Development of courses new to the departmental curriculum.
2. Copies of course outlines, essay topic assignments, examinations, and other course materials distributed to students, for courses taught.
3. Unsolicited but signed letters or petitions from students regarding teaching performance.
4. Unsigned written student comments which the faculty member has specifically chosen to submit to the Chair and/or for inclusion in the tenure and promotion file.
5. In-class peer evaluation reports.
6. Acting as external examiner for MA or PhD theses at U of G or other institutions
7. Team teaching, including interdisciplinary teaching (in programmes within the College or the University), with statement of degree of involvement.
8. Participation in teaching workshops.
9. Organization of academic events for undergraduates, or of graduate student conferences.
10. Advising graduate students on job searches; graduate student placement activity.
11. Mentoring students.
12. Lectures given in credit, non-SOLAL courses. (Note: Faculty member may choose to present this under service instead)
13. TA supervision and training, coordination of multi-section courses. (Note: Faculty member may choose to present this under service instead)

2. SCHOLARSHIP AND CREATIVE ACTIVITIES

There must be evidence of substantial original contribution to the candidate's field of scholarship, recognized as such by members of the discipline. Evidence of other creative activities (creative writing, translation, artistic work, etc.) may be considered providing there is recognition by members of the field.

2) Scholarship and Other Creative Activities might include

1. Books published (including monographs, edited collections, textbooks, encyclopaedia and reference works).
2. Book manuscripts accepted for publication or approved for subvention. Readers' reports, if available, can be submitted.
3. Contracts signed for books.
4. A written statement by the faculty member regarding progress on a book manuscript.

5. Articles published - the citation should note if the article is a book review, critical notice, discussion note or reprint of an already published article
6. Articles accepted for publication but not yet published.
7. Publications in any other media, including web publications.
8. Papers read at scholarly conferences, but not published. A description of the form of refereeing, if any, practised by the conference, should be provided.
9. Papers read to scholarly groups (e.g. departments) but not published.
10. Editing or serving on the editorial board of a scholarly journal.
11. Refereeing for publishers, conferences, SSHRC, etc.
12. Copies of reviews of books and articles authored.
13. Written assessments of published scholarly work by experts in the field.
14. Grants, fellowships etc awarded for scholarly projects, with source (internal/external), amounts.
15. Honours bestowed in recognition of scholarly excellence.
16. Creative work in the arts, if published, performed or exhibited.
17. Participation in and organising of scholarly conferences.
18. Translations of scholarly work, or of material relevant to scholars.
19. Contributions to encyclopaedia and reference works.
20. Leadership and/or participation in collaborative research and networking.

3. SERVICE

There must be evidence of sustained involvement in service to the university. The committee will recognize participation in the work of learned societies, relevant community service and professional organizations. 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 performance in Teaching or Scholarship. However, an unsatisfactory record of performance in Service contributions may be an important factor in the denial of Tenure and or Promotion.

3) Service to the University and Society might include

1. Departments, college and university committees and administrative duties.
2. University representative on outside bodies.
3. Letters from knowledgeable persons regarding the faculty member's contribution.
4. School liaison activities.
5. Lectures and talks given to university groups.
6. Written submissions to administrative officers and administrative bodies on matters of university policies.
7. Contributions of an informal nature to the life of the department, such as organising student/faculty events.
8. Service to Faculty Association.
9. Directing semester abroad programmes.
10. Recruitment of graduate students at other universities.
11. Planning or participating in continuing education non-credit courses or other outreach programmes.
12. Service on behalf of scholarly associations (e.g. executive membership, planning conferences, etc.)
13. Adjudication committees for scholarships, fellowships etc.
14. Talks given to non-scholarly groups e.g. high schools, senior citizen groups.
15. Consulting work for any off-campus organization.
16. Honours bestowed in recognition of public service.
17. Mentoring colleagues.
18. Program or departmental reviews for other institutions.
19. Writing reference letters.
20. Lectures given in credit, non-SOLAL courses. (Note: Faculty member may choose to present this under teaching instead)
21. TA supervision and training, coordination of multi-section courses. (Note: Faculty member may choose to present this under teaching instead)

Timeline for probationary faculty regarding Tenure:

Candidates are encouraged to meet with the Director and may apply for T+P as early as their second review, however, a candidate for tenure and promotion will normally undergo a maximum of five successive annual reviews for tenure and promotion to Associate Professor. The review in year five is the final one.

For example:

Member hired in 2009 will normally be considered for tenure and promotion in 2014.

Selection of External Assessors:

All faculty applying for tenure and promotion must provide a list of acceptable (arms' length) assessors. The faculty member and the Director will agree upon a list of six names (College rule) which will then be forwarded to the Dean. The normal number of external assessments to be obtained will be three.

Please see Table 1.

Criteria for Promotion to Professor

Tenure and Promotion decisions will be made on the basis of total career activity up to the date of submission of current report. Cc the Collective Agreement subsection: 'Tenure and Promotion and Review of Faculty'. Each candidate for promotion to Professor is expected to establish a record of performance in each of teaching, scholarship and service. Faculty may submit a request for consideration for promotion in any given year according to the dates specified in above calendar.

1. TEACHING

Sustained record of successful teaching over one's career, engagement with applicable methods of pedagogy and contribution to curriculum development.

2. SCHOLARSHIP

Long-term, established and outstanding scholarship. Recognition of academic competence, maturity, and, normally, an established international reputation in the faculty member's field is expected. (See CA article 21.6)

3. SERVICE

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 performance in Teaching or Scholarship. However, an unsatisfactory record of performance in Service contributions may be an important factor in the denial of Tenure and or Promotion.

Selection of External Assessors:

All faculty applying for tenure and promotion must provide a list of acceptable (arms' length) assessors. The faculty member and the Director will agree upon a list of six names (College rule) which will then be forwarded to the Dean. The normal number of external assessments to be obtained will be three.

Please see Table 1.

Criteria for Performance Review

The Performance Review process occurs biennially in even years. This process is separate from the process for Tenure and promotion.

Performance Evaluation

Performance Raters and Evaluation periods

Each faculty member will receive an evaluation of Outstanding, Very Good, Good, Improvement Required/Developmental, or Unsatisfactory for the two-year assessment.

1. All multi-year contractually defined faculty (including probationary and CLAs) will be evaluated **annually**.

2. All tenured faculty members, and those in “secure” positions, will have their performance evaluated **every second year**.
3. All faculty who received an evaluation of “Improvement Required” or “Unsatisfactory” will automatically be evaluated in the subsequent year.

Every faculty member must submit a College report and an updated CV for the appropriate evaluation period.

Distribution of Effort

It is recommended that faculty members review on an annual basis the details of their Distribution of Effort (DOE) form with the Director. Modification of the DOE is possible at any time and must be negotiated by the faculty member in consultation with the Director. The final decision rests with the Dean.

The default weighting for the School (except for the Director and Associate Director) will be:

Teaching	40%
Scholarly Activity	40%
Service	20%

Alternate career paths are possible in consultation with the Director. Normally no one area shall be less than 10%. Refer to article 18 in the CA for more details.

The Chair is to bring the Distribution of Effort form for each faculty member to the Committee.

Criteria for crediting publications

The Committee assesses performance in light of the previously signed DOE.

Work in progress and material accepted, but not yet published, will not be considered for time and performance step increase except to indicate an on-going interest in scholarship. Full credit is given to book-length manuscripts either upon receipt of a signed contract from the publisher or upon publication of the book. Credit will be given once only.

In evaluating faculty performance, the committee will give the same weight to interdisciplinary activities in teaching and scholarly work that it does to those directly relating to the discipline.

For SoLaL faculty members with responsibility for teaching in other academic units, the School Chair solicits letters of assessment of teaching from the Tenure and Promotion Committees of those units.

The School recognizes that it is important to take a long-term perspective on performance evaluation. After an initial rating of performance is made, the committee will have access to the letters to faculty for the two preceding cycles.

Table 3 – These are the final, overall performance raters, which take into account all three areas.

Unsatisfactory	Improvement Required/ Developmental	Good	Very Good	Outstanding
Performance is unsatisfactory. Performance is unsatisfactory in at least two of the areas of teaching, scholarship or service/ administration	Performance requires improvement/or development. Improvement is required in two of the areas of teaching, scholarship or service.	Performance is good. Performance is at least good in two of the areas of teaching, scholarship or service/ administration and at least Improvement required in the other area of responsibility	Performance is Very Good. Performance is very good in two of the areas of teaching, scholarship or service/ administration	Performance is Outstanding. Performance is outstanding in two of the areas of teaching, scholarship or service/ administration, and with international recognition, and at least Very Good in the other area of responsibility

Study/Research Leave (CA article 22)

Applying for Study/Research Leave: Faculty members wishing to apply for Study/Research Leave must do so by August 15th. The application should include the appropriate, completed form and an updated cv. Approval of the leave rests with the Tenure and Promotion committee; however, the decision on the timing of the leave is made by the Dean following consultation with the Director.

Accounting for Research and Study and other kinds of leave: Faculty members returning from Study/Research leave are required to submit a report to the School Director and the College Dean indicating the outcomes of the leave. The report, used by the T+P committee to evaluate performance, must be submitted by August 15. The Distribution of effort percentages will be adjusted in light of research leave activities.

The matter of performance ratings covering periods of leave is still under negotiation between the University and UGFA.

Faculty members whose leave overlaps performance review periods will be required to produce a **progress report** on leave activities at the end of the first review period, and a **full report** within two months of the completion of the leave.

Other types of leaves: For policies with respect to other types of leave (e.g., Parental leave and sick leave) please refer to the collective agreement.