

**DALHOUSIE UNIVERSITY**  
**FACULTY OF HEALTH PROFESSIONS**

**GUIDELINES FOR THE PREPARATION OF A COMPLETE FILE FOR  
TENURE, PROMOTION OR REAPPOINTMENT CONSIDERATION**

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## INTRODUCTION

Notwithstanding the right of the candidates for tenure or promotion to present their case in the most favorable light (as per collective agreement), it is the responsibility of the candidate to prepare a file for tenure and/or promotion consideration that is in accordance with these guidelines which are designed to facilitate the tenure and promotion review process. Files that have not been prepared appropriately will be returned to the candidate. Accordingly candidates should time their file submission to the Director so there is time to make revisions if necessary. No unit should forward a file to the FHP Tenure and Promotions Committee that does not meet the standards for submission.

Candidates should bear in mind that the School Director is required to prepare a recommendation, and accordingly it is difficult for the Director to serve as an effective mentor within the year leading to file submission. Similarly candidates may not discuss their file with colleagues who are members of a School or Faculty Tenure and Promotions Committee. Candidates may wish

therefore to consult with one or more colleagues who have gone through the process in recent years, particularly ones who have served on a School or Faculty Tenure and Promotions committee, for guidance and advice on preparing a file. The Director can play a role here in suggesting colleagues who might serve as mentors in this regard.

All new Faculty members will be provided with this Tenure, Promotion or Reappointment File Guidelines document upon their appointment to Dalhousie along with other Dalhousie orientation materials.

A copy of this document will also be provided upon request to all candidates who wish to be considered for tenure, promotion or reappointment. This is available through the Office of the Dean, Faculty of Health Professions and through the FHP website ([www.dal.ca/fhp](http://www.dal.ca/fhp))

### **FILE OUTLINE**

The candidate's file should succinctly outline the candidate's contributions relating to the Tenure and Promotion criteria. A file for Reappointment should be modeled after the guidelines for Tenure. Any additional supporting documentation that is pertinent should be included in Appendices.

The entire file, including all appendices, is to be included in ONE (1) 3" three-ring binder. Apart from tab dividers to separate sections, avoid the use of extra plastic sheets or extra title pages. Do not place the material in plastic envelopes except for any publications that are too small to be held in place with the binder rings or materials like DVDs.

Tenure and/or Promotion materials are to be presented as follows:

#### **A. Cover Letter Including Executive Summary (Maximum of 6 pages)**

The first six pages (maximum) of a tenure, promotion or reappointment file should consist of a covering letter from the candidate briefly addressing reasons the candidate believes he/she warrants tenure and/or promotion or reappointment. The letter should address the five criteria outlined in the Collective Agreement as well as any other criteria required by the School/College. It is important that candidates contextualize their teaching and research so that members of the Faculty level committee who come from other Schools/Colleges can evaluate their work. This is the place as well for the candidate to make a brief statement about any special or anomalous situations (e.g. unusual scholarly activity, special course development, workload heavily weighted on one criterion such as administration, special awards or recognition) and any important areas of work in progress. ***It is the responsibility of the candidate to make the case for tenure and/or promotion; simply presenting the curriculum vita and material in the appendices (which constitutes evidence) does not suffice.***

Part of the letter should be an executive summary of the candidate's file, including why the particular publications included in the file were selected and how they reflect the candidate's research goals, or about other items included in the Appendices. This is also the place to outline evidence that indicates how the published work has had impact in some

way. When a candidate has participated on teaching or research teams, a clear description of the candidate's role and contributions to the work must be included. It is expected that candidates will include in their letter a statement on teaching, research and/or professional philosophy that has informed and guided their work.

Applications for tenure and/or promotion are based on the entire academic and professional career but with somewhat greater emphasis placed on activities and accomplishments since appointment at Dalhousie or, in the case of promotion, since promotion to the current academic rank.

Use plain language so the comments are readily understood by all those who will be reviewing the file.

While candidates may choose to include any material they consider relevant to the tenure and promotion process, the experience of tenure and promotions committees has been that selective documentation is the hallmark of a well prepared file that can be easily understood and appreciated by tenure and promotions committees at both the School/College and Faculty levels.

**B. Table of Contents** (1 page)

One page outlining the items in the file.

**C. Required Format of FHP Standardized Curriculum Vitae for Tenure and Promotion Consideration**

- I. Name, Current Academic Position, Contact Information and Date Prepared. Academic Qualifications
  - list of academic degrees beginning with the most recent
  - date of academic appointment to Dalhousie
  - dates of tenure and promotions (if applicable)
- II. Professional Qualifications
  - list and dates of professional training or certification qualifications required by the respective professions
  - list with dates of any other professional development undertaken
- III. Academic/Professional Awards
  - honorary degrees, teaching awards, special citations, etc. with the dates they were received.
- IV. Employment History
  - List relevant employment beginning with the most recent; include dates and job titles
- V. Workload Distribution

- a. Typical Approved Annual Workload Distribution during career or last 7 years, whichever is less. (These percentages should be those approved by the Director of the respective School/College or whomever is designated that task)

TEACHING: \_\_\_\_\_%

RESEARCH: \_\_\_\_\_%

SERVICE: \_\_\_\_\_%

OTHER: \_\_\_\_\_%

- b. Comment on any significant deviations from the typical workload distribution for any of the years.

## VI. Teaching Responsibilities

- a. List all courses taught during career or last 5 years, whichever is less. For each, include the course name, school/college/department and course number, institution if not Dalhousie, years the course was taught and typical or average enrollment or range of enrollments (whichever is the most representative number). If course was team taught, indicate names of other instructors and the extent of your role or participation in the course.
- b. Directed/independent studies supervised. Include students' names and course number (and institution if not Dalhousie) and year.
- c. Tutorials and laboratory sections led. For each, include course name, school/college/department and course number, institution if not Dalhousie, years the sections were taught and typical or average enrollment or range of enrollments, (whichever is the most representative number).
- d. Clinical instruction/field experience or internship supervision. Include course name, School/College/Department name and course number, institution if not Dalhousie, years taught and number of students per course.
- e. Clinical agency coordination, if part of teaching workload. Include course name, School/College/Department name and course number, institution if not Dalhousie and typical or average number of students per year.
- f. Student advising activities if separate from courses taught and if part of assigned teaching workload.
- g. Thesis/dissertation/project advisory committee membership (not supervision—list that below). For each committee, indicate name of students, program, dates and institution if not Dalhousie.

- h. Include the following table completed with numbers:

	Total number of students		
	Undergraduate Projects	Masters degree Projects	Ph.D. Research
Research supervisor			
Member of Advisory/ Examination Committee			

## VII. Scholarship/Research Activities

### a. Publications

*Instructions:* List chronologically from most recent all publications in the appropriate category. In all cases, indicate authors in the order in which they appear in the publications. Indicate clearly with the phrase, “in press” if manuscript has been accepted for publication but not yet published. Include in section 9 any work submitted for publication but which have not yet been accepted. Please use APA format. At the top of each list, indicate the number of items that will follow.

1. Publications in Refereed Journals. Include the journal name, volume number, pages and year.
2. Research Monographs. Indicate if authored or edited. (Include in Section 5 any chapters or sections in edited monographs).
3. Books. Indicate if authored or edited. (Include in Section 5 any chapters in edited books).
4. Textbooks. Indicate if authored or edited. Include in Section 4 any chapters in edited books.
5. Book Chapters
6. Published conference abstract/proceedings. Include name of conference, location and date.
7. Non-refereed publications and reports (including web-based works). Reference using APA format.
8. Other publications such as films, videotape, choreography, computer-assisted learning programs, patents, curriculum guides, the development of

distance education programs, program evaluation programs. Reference using APA format.

9. Book Reviews

10. Manuscripts Submitted for Publication (do not include materials that are still in preparation for submission).

b. Presentations

In all cases, indicate authors in the order in which they appear in the conference program or promotional material, and the place/date of the presentation. Indicate clearly with the phrase, “upcoming” if the presentation has been proposed and accepted but not yet delivered. Do not include presentation proposals that have not yet been accepted. Please use APA format.

1. Invited Scholarly Conference Presentations

2. Scholarly Conference Presentations

3. Professional Presentations

4. Workshops

5. Other Presentations

c. Research Grants, Contracts

List all grants/contracts in the appropriate category. In all cases, indicate the name of the application/award, the agency, a list of applicants with names ordered as on the application award, and the total funds awarded (or applied for if not awarded).

1. Research Grants/Contracts Received (as Principal or co-Principal Investigator)

2. Research Grants/Contracts Received (as Co-Investigator)

3. Research Grants/Contracts Received (as Collaborator or Associate or Similar role)

4. Research Grants/Contracts Applied for (indicate status: unsuccessful, approved but not funded, pending, etc.)

5. Grants/Contracts Received for Non-Research Activities such as organizing academic meetings or conferences.

6. Unfunded Research or Research Supported In-Kind.

d. Activities as a Peer Reviewer (Indicate role and dates as manuscript reviewer, editorial board member, research grant reviewer, research grant committee member, etc.)

- e. Thesis/Dissertation Research Supervision (For each supervision, include the name of the student, degree program, thesis/dissertation title, year completed (or indicate if in progress)).
- f. Post-Doctoral Fellow Supervision (For each, indicate name of each Post-Doctoral Fellow, the School/College/Department, and the funding agency supporting the fellowship).

#### VIII. Administrative/Service Responsibilities

For each responsibility, indicate dates and specify accurately your role (e.g., Head, Coordinator, Committee Chair, Committee Member, other.)

1. School-based duties/responsibilities:
2. Faculty-based duties/responsibilities:
3. University-based duties/responsibilities:
4. Duties/responsibilities outside the University that are related to the University.

#### IX. Professional Activities

- include professional activities with dates (e.g. conference organization, reports submitted to government or other organizations, etc.)
- Indicate whether local, provincial, regional, or national.

#### X. Community Service (e.g. Committee work in the community, presentations to community agencies and other types of community activities)

#### XI. Continuing Education and Conferences Attended

#### XII. Notable Events

#### XIII. Additional Information and Comments

### **D. Appendices**

The purpose of the appendices is to provide evidence to support the case for tenure and/or promotion made in the cover letter. Each appendix should be titled, separated with a tab divider, and included in the Table of Contents.

If the case for tenure and/or promotion rests significantly on teaching, research/scholarly or professional contributions that are not peer-reviewed (e.g., web published items, videos, CDs, reports, patents), it is the responsibility of the candidate to provide committees with evidence bearing on the quality of the work. Committee members generally may not be in a position to independently review and evaluate such teaching, research or professional contributions. As a minimum, candidates should explicitly describe the review process used for each item.

The order of the Appendices should coincide with that of the standardized Curriculum Vitae.



**NOTE:** candidates may choose to include any material that they consider relevant to the Tenure or Promotion process. However, selective documentation is often the hallmark of a well prepared file that can be easily understood and appreciated by tenure and promotions committees at both the School/College and Faculty levels.

I. ACADEMIC/PROFESSIONAL QUALIFICATIONS:

**ESSENTIAL:** If equivalency is claimed, provide an explanation and official documentation any professional training or academic degrees for which an equivalency is claimed.

II. SCHOLARLY ACTIVITY/RESEARCH:

**ESSENTIAL:** a selection of up to five recent publications and/or other creative contributions that best illustrate the breadth and depth of a candidate's scholarly abilities should be included. Books and other lengthy documents should not be copied and submitted in their entirety because it is unreasonable to expect committee members to read the material. The cover letter that outlines contributions should indicate why these publications have been selected and included.

III. TEACHING EFFECTIVENESS:

**ESSENTIAL:** All approved standardized course and instructor evaluations for the last five years (if available and appropriate) should be included. Do not include all individual student evaluation forms but just an official summary of scores for all students, including School/College means and ranges if available. These evaluations should be clearly labeled with the course number, name, instructor name and year taught. Anonymous comments from students are not to be included in the candidates file (Article 18.09 of the Collective Agreement). Also, if the course was taught by more than one instructor, do not submit numerical data regarding the teaching performance of other instructors. This information is confidential.

Candidates in all units must submit all signed student evaluative comments in their tenure/promotion packages. The secretary to each School/College must type the comments anonymously and identify his/her work by typing his/her initials on the student evaluation summary page. For distance education courses, student evaluations that are received via email and are electronically signed, and student evaluations received through distance education software that allows for confirmation (by those other than the instructor who are authorized to have access to the information) of student identity and consent to have the information included may be included in a candidate's tenure/promotion package.

It is the responsibility of the candidate to provide whatever meaningful evidence is necessary to establish teaching effectiveness and competency. Testimonials from colleagues, other professionals in the field and students (past and present) may be included, as well as relevant evaluations and documentation about teaching outside the University.

## **EXTERNAL REFEREES AND OTHER FILE REVIEWERS FOR TENURE AND PROMOTION CONSIDERATION**

### **Principle 1: Consultation in the Determination of External Referees for Tenure and Promotion Consideration**

In determining referees for tenure and promotion consideration consultation between the Tenure and Promotion Committee, the Director of the academic unit and the candidate will at least meet the minimum requirements of the DFA Collective Agreement, Articles 16.10 and 16.11.

By definition, "external" refers to individuals outside of Dalhousie University who have demonstrated knowledge and expertise in the candidate's area of academic interest.

#### **Process and Actions:**

- 1.1 When a candidate submits her/his request for consideration of tenure and/or promotion she/he will declare her/his academic area of interest and submit a list of at least three referees expert in the noted area of academic interest to the Director of the School/College no later than August 15. In order to facilitate the process of soliciting letters of reference, candidates are urged to discuss their candidacy with the Director as early as May and to provide names of referees at that time. This list will be reviewed by the School/College Tenure and Promotion Committee and the Director--both will have the opportunity to comment on the suitability of the potential referees. The completed file in support of an application for tenure and/or promotion must be submitted to the Director no later than the first day after Labour Day (and sooner if possible).
- 1.2 The School's/College's Director will also compile a list of at least three referees expert in the noted area of academic interest and submit his/her list to the candidate and the School/College Tenure and Promotion Committee no later than August 25 for consideration and comment on the suitability of the potential referees. A response to this proposed list must be received prior to the submission of the file by the candidate.
- 1.3 All external referees must be at the professorial rank aspired to by the candidate or higher rank. That is, promotion to full professor will demand all referees be at the rank of full professor.
- 1.4 If a referee is rejected by the candidate, the Director or the Tenure and Promotion Committee, it is the responsibility of the person (Committee) doing the rejecting to identify another suitable referee.
- 1.5 For tenure consideration, a final list of at least two external referees (of which half will be recommended by the candidate) will be chosen by the Director according to the process noted above in (1.1) and (1.2).
- 1.6 For promotion, ensuring that half of the referees chosen are the nominees of the candidate, a final list of at least four referees will be prepared by the Director after consultation with the candidate. The number of external referees will be consistent with the approved guidelines of the candidate's School/College.

- 1.7 In the event of serious difference of opinion on the suitability of nominees, it will be the responsibility of the Director to determine the final list.
- 1.8 When the final list of nominees has been secured, the Director will undertake to communicate with each referee in an expeditious manner to determine her/his willingness to perform as a referee within stated time limits.
- 1.9 In the event a nominee declines to contribute, the Director will select another suitable referee from the original approved list of referees. If this process exhausts the original approved list, the Director will find another suitable referee using the same consultative steps used in arriving at the initial list of referees.

## **Principle 2: Referees and the Concept of "Arm's Length" Relationships**

The use of the term "arm's length" to describe the nature of external referees is intended to eliminate external referees who are less likely to provide an objective assessment due to their relationship with the candidate.

In preparing the list of external referees and in assessing the contributions from external referees, all reasonable steps will be taken to respect the concept of "arm's length".

### **Process and Actions:**

- 2.1 The concept of arm's length is a principle which implies that the external referees have no connections or relationships with the candidate in question in order to increase the likelihood of an objective assessment. Accordingly, the following categories of individuals will not be considered as suitable external referees: the candidate's dissertation supervisor, the candidate's teachers or the candidate's spouse. It is recognized that in the context of collaborative research it may be difficult to find external referees who have no connection with the candidate, but external referees should not include individuals who have collaborated closely and frequently with the candidate in the production of scholarly works and publications. It is the responsibility of the candidate to disclose all connections with, and the nature of his/her relationship to, all individuals being nominated as external referees. The final determination of the suitability of a nominated individual with respect to possible bias or conflict of interest will be made by the Director after consultation with the School Tenure and Promotions Committee.
- 2.2 When a candidate examines the total list of proposed nominees, she/he will be asked to disclose all of her/his connections with each nominated referee in order to alert those who review referees' letters to any possible bias or conflict of interest.
- 2.3 Referees submitting letters of recommendation will be asked to disclose all of their connections with the candidate in order to alert those who review referees' letters to any possible bias or conflict of interest.

- 2.4 In presenting a recommendation to the Director, the School/College Tenure and Promotion Committee will confirm that, in cases where there is a disclosed connection between one or more referees and the candidate, it is satisfied that the letters in question are credible peer assessments.

### **Principle 3: Instructions to External Referees**

The function of external referees is to examine and assess scholarly contributions of the candidate for promotion or tenure.

#### **Process and Actions:**

- 3.1 All external referees will be provided with a copy of the candidate's curriculum vitae, the candidate's cover letter, the Faculty tenure and/or promotion guidelines, and samples of scholarly publications/works that were completed since appointment (in the case of tenure) or the candidate's last promotion. Exceptions may be made for seminal works that were completed prior to the last promotion.
- 3.2 External referees will be instructed to focus on the scholarly contributions of candidates as demonstrated through completed research, grants awarded, and presentations at scholarly meetings. External Referees will also be instructed to specifically comment on the level, reputation, and/or impact of the dissemination of the candidate's research/scholarly activity.
- 3.3 External referees will not normally comment on teaching and contributions to the operation of the academic unit unless they have had substantial and direct opportunity to observe such activities. Contributions to the work of and development of professional associations may generate comments by the external referees.
- 3.4 In the letter inviting individuals to act as referees, all referees will be informed of their right to confidentiality regarding disclosure of information to the candidate.
- 3.5 All referees will be given a specific deadline for return of the letter of reference.

### **Principle 4: Disclosure of Information to the Candidate**

In keeping with Articles 15.18, 16.04 and 18.11 of the DFA Collective Agreement, decisions regarding tenure and promotion, and letters of reference and letters solicited from faculty members in the candidate's unit shall be made available.

#### **Process and Actions:**

- 4.1 It is the candidate's responsibility to request copies of letters of reference and must do so prior to the final decision of the School/College Tenure and Promotion Committee.
- 4.2 The candidate for tenure and/or promotion may then choose to meet with the School/College Tenure and Promotion Committee or to prepare a written submission prior to the transmission of the final recommendation to the Director by the School/College Tenure and Promotion Committee.

- 4.3 The Faculty of Health Professions Tenure and Promotion Committee will review and consider only that documentation reviewed and considered by the School/College Tenure and Promotion Committee and the letter from the School/College Tenure and Promotion Committee and the School/College Director. However, at any stage of the process the candidate has the right to inform the Director, Dean, or Tenure and Promotion Committees of grants received or publications accepted after the submission of his/her file, or other exceptional distinctions (e.g. teacher of the year).

**Principle 5: Provision of the Opportunity to Comment by Faculty and Staff**

All faculty and staff will be given the opportunity to comment on a candidate's suitability for tenure and/or promotion

**Process and Actions:**

- 5.1 The Director of the School/College will inform all faculty and staff in writing about candidates who are seeking tenure and/or promotion and invite them to comment on the suitability of each candidate and in so doing will inform faculty and staff:
- 5.1.a about the Faculty criteria for tenure and promotion,
  - 5.1.b that faculty and staff will restrict their comments about suitability to the criteria for tenure and promotion as written in the Faculty guidelines,
  - 5.1.c that, with respect to the disclosure of information contained in letters from faculty and staff, Article 18.11 of the DFA Collective Agreement will apply,
  - 5.1.d that they are directed to comment only on those criteria with which they have direct knowledge, and
  - 5.1.e the deadline for submission of comments.
- 5.2 Faculty members who wish to comment on the candidate's suitability for tenure and/or promotion will be given access to the candidate's current file in accordance with Article 18.12 of the DFA Collective Agreement. They however, will not be given access to the special file which will be created after all solicited and unsolicited letters are received according to pre-specified deadlines.
- 5.3 Faculty and staff members will submit their written assessment to the Director and will do so by the deadline noted in the memo advising them of their right to comment.

**Principle 6: Confidentiality**

Given the provision of 5.2, the candidate's file for tenure and/or promotion, once reviewed by faculty member(s), may then only be reviewed by the School/ College Tenure and Promotion Committee, the School/College Director, the Faculty Tenure and Promotion Committee and the Dean.

**Principle 7: Provision of the Opportunity to Comment by Students**

Students in the candidate's academic unit will be given the opportunity to comment on the candidate's suitability for tenure and/or promotion.

Process and Actions:

- 7.1 The Director of the School/College will inform all students about candidates who are seeking tenure and/or promotion and invite them to comment on the suitability of each candidate and in so doing will inform students:
  - 7.1.a about the Faculty criteria for tenure and promotion,
  - 7.1.b that students will restrict their comments about suitability to the criteria for tenure and promotion as written in the Faculty guidelines,
  - 7.1.c that they are directed to comment only on those criteria with which they have direct knowledge
  - 7.1.d that with respect to the disclosure of information contained in letters from students, Article 18.11 of the DFA Collective Agreement will apply,
  - 7.1.e to submit their written assessments to the Director, and
  - 7.1.f about the deadline for receipt of written assessments.
- 7.2 Given that candidates often solicit letters of recommendation from students, it is important that there be a balance between solicitation by the candidate and by the Director. Therefore, the following shall apply.
  - 7.2.a candidates will inform the Director of the names of students who have been invited by the professor to solicit a letter of support
  - 7.2.b there shall be an approximately equal number of letters from students that are *solicited* by the Director and candidate, and all responses will be organized and presented accordingly. Graduate and undergraduate student responses shall be identified in separate sections.

### **Principle 8: Provision of the Opportunity to Comment by External Agencies**

In those cases where a faculty member's workload recognizes a relationship with an agency/organization external to the university, the agency will be given the opportunity to comment on the quality of work and contributions of that faculty member.

#### **Process and Actions:**

- 8.1 The Director of the School/College will correspond with the appropriate official in the external agency/organization and ask for written comments on the work of the candidate as it relates to the agency/organization.
- 8.2 In corresponding with the agency/organization, the Director of the School/College will:
  - 8.2.a identify criteria for tenure and promotion,
  - 8.2.b notify the official of the agency/organization of the provisions and implications of Article 18.11 of the DFA Collective Agreement, and
  - 8.2.c identify a deadline for receipt of any written submissions
  - 8.2.d inform the agency to send its written assessment to the Director prior to an identified deadline.
- 8.3 Candidates should not solicit letters from agency/organizations on their own. Such letters should be solicited only by the Director as described in 8.1 and 8.2.

### **DEFERRAL OF TENURE**

Under Clause 15.13(a) of the collective agreement, a Member may request deferral of consideration of tenure before, or at any stage after procedures have commenced. The request shall consist of a letter, and Members do not have to submit their tenure dossier. All that is required is a letter: the letter should be self-explanatory and contain sufficient information to enable the Faculty Committee and the Dean to assess the appropriateness of the request.

### **WITHDRAWAL OF PROMOTION APPLICATION**

At any stage of promotion consideration, a Member can withdraw her or his case from consideration or request a deferral. Since the Collective Agreement provides that requests shall be honored, there is no requirement that the Member specify the reasons for the request.

## **ACADEMIC APPOINTMENTS WITH TENURE**

When a School recommends that an academic appointment be made with tenure, or when the Dean is considering making such a recommendation, the Dean is required by the Collective Agreement to consult with the Faculty Tenure and Promotions Committee and to report to the President the results of that consultation. In this consultation, the committee will not have all the documentation that would normally be associated with a tenure review, and indeed the committee is not asked to carry out such a review nor to make a recommendation about tenure. Members of the committee are expected to comment on whether the candidate appears to have the qualities and accomplishments normally associated with tenure, and whether there would be serious concerns about granting of tenure on appointment.

## **EXPECTATIONS OF THE FHP TENURE AND PROMOTION REVIEW PROCESS**

The School/College Tenure and Promotions Committee and the Faculty of Health Professions Tenure and Promotions Committee are each expected to prepare a detailed and balanced report concerning the committee's deliberations, considerations and conclusion with respect to each of the criteria. Each committee will also make a formal recommendation on the application as a whole. If the committee is not unanimous in any of its conclusions, the report will include a balanced discussion of the reasons for the dissent. The report will include a list of all the committee members who were part of the review process. The chair of the committee will sign the report on behalf of the committee and provide all members of the committee with a copy of the report.

At every stage of the tenure process, the Member will be advised of the recommendations at the same time that the recommendation is sent to the next stage (Clause 15.18(a)). With any recommendation that tenure not be granted or with a recommendation for deferral (except where the Member requests a deferral), the recommendation shall include a written statement of the reasons for the recommendation. If the committee anticipates making a recommendation against tenure or a recommendation for deferral, the Member will be informed in writing before the recommendation is made. The letter to the Member will specify the concerns relating to the criteria and standards as defined in the Collective Agreement and/or as provided by Faculty Regulation. The applicant has five days to respond in writing with additional information.

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