• TENURE AND PROMOTION COMMITTEE – TPC
• TEACHING APPOINTMENTS REVIEW COMMITTEE-TARC

ROLE
• TPC /TARC established annually, reviews performance of faculty and makes recommendations
• Reviews new tenure track appointments with tenure and makes a recommendation
• Reviews applications by Instructors who obtain their PhD for promotion to Assistant professor and makes a recommendation [A11.01]
• Reviews all contract renewal, promotion and tenure applications for tenure track faculty & makes a recommendation [A11.01, A11.06]
• Reviews all probationary teaching appointments as Teaching Appointment Review Committee – TARC and makes recommendations [A12.01]
• Reviews promotion applications for teaching faculty as TARC & makes recommendations [A12.01]
• Reviews biennial salary considerations, salary recommendations on promotion and salary anomaly cases and provides advice to TPC/TARC Chair for tenure track and teaching faculty [A20.01 and A12.01]
• Reviews applications for retention awards, renewal of A10.06 Chairs such as CRCs and Endowed Chairs & makes recommendations
• Chair of Department (or elected Chair in non-departmentalized Faculties) plus six full-time tenure track faculty members
• At least 1 and no more than 3 Professors
• At least 1 and no more than 3 Associate Professors
• 1 Assistant Professor
• Alternate at any rank to replace - if conflict, apprehension of bias or long term illness
• Both genders **must** be represented
• TARC is TPC supplemented by a lab instructor or lecturer elected or ratified by lecturers and lab instructors in the department plus Alternate to replace if conflict, apprehension of bias or long-term illness
• Faculty members up for RTP in current year not eligible
• Faculty up for salary review must step off committee for their consideration but can remain on TPC/TARC
• Faculty members on study leave, sick leave, LTD, parental leave, other leaves of absence not normally eligible to serve on TPC
• TPC/TARC members must be free of conflict of interest and be arms length from candidates up for review
• Department, school or non-departmentalized Faculty must approve a method for electing or ratifying members of the TPC
• When no election required, ratification requires more than 50% of those eligible to vote (April election, 1 year term, May 1-April 30)
Non-departmentalized Faculties

• Chair of TPC (nominated by another tenure track faculty member or by self) must be tenured Associate or tenured Full Professor with at least 5 years experience at SFU - normally 3 year term

• Other TPC members elected or ratified (nomination process - see Appendix 1, A11.04)
SELECTION OF TPC/TARC MEMBERS

- If composition not available from department, can choose willing faculty member from another department
- Composition of TPC requires approval by Dean
- Quorum 4 plus Chair
TPC/TARC part of the administrative decision making body of the University and as a result must:

- Operate with a legal duty of fairness and knowledge of the relevant policy and process
• Must be impartial in their consideration of a case
• Members should remove themselves from the committee if in a conflict of interest and/or not at arms length from a candidate, or if faculty being considered raises a reasonable apprehension of bias or conflict
[A30.01, GP 37]
• Are under a duty to protect the confidentiality of a candidate, his/her personal information and those of the referees. Failure to do so can be grounds for discipline [I10.10, A30.01]
• Shall keep minutes of all meetings - at a minimum recording the date of the meeting, attendance, and action of the committee - motions and votes
• All members are voting, full participation is required; members must attend all meetings & have an obligation to form an opinion and vote - no abstentions
• Motions should be framed in the positive - if a tie vote - recommendation framed as unfavorable to the case of the faculty member
• If minority recommendation it should be set out in the body of the recommendation or in a separate document
• University Criteria supersedes Departmental Criteria if there is a conflict [A11.05]
• Provide faculty with clear standards, procedures and consistent decisions.
• Stated Criteria in policy should match actual criteria in use
• Faculty being reviewed should know what criteria they will be assessed against & what information and documents they need to provide for each type of review process
• Assessments should be clear- setting out the quality of the performance, constructive criticism of any potential areas for improvement and practical guidance for the future
• Unsuccessful candidates should be treated with respect
<table>
<thead>
<tr>
<th>Date</th>
<th>Action Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept 15</td>
<td>Request Early promotion to Dean (copy to Chair) - with full CV, etc. Denial from Dean does not affect ability to apply in next year subsequent year</td>
</tr>
<tr>
<td>Oct. 15</td>
<td>Application to Chair with teaching dossier, CV, and other relevant documents</td>
</tr>
<tr>
<td>Oct 1</td>
<td>Dean to inform faculty about early promotion and copy Chair with reasons</td>
</tr>
<tr>
<td>Feb 15</td>
<td>TARC’s recommendation made to Dean- copy to faculty member- 14 days to respond</td>
</tr>
<tr>
<td>April 15</td>
<td>Dean’s recommendation to VPA with TARC recommendations and response if any by faculty member</td>
</tr>
<tr>
<td>Spring</td>
<td>VPA makes final decision – promotion effective Sept.1 - if negative - must wait one year to reapply</td>
</tr>
</tbody>
</table>
AREAS OF ASSESSMENT: TEACHING FACULTY

• Teaching and associated duties e.g.- curriculum development; supervision [A11.05]
• Currency in discipline; scholarship of teaching and learning [A11.05]
• Service [A11.05]
PROBATION

- 12 month probation reviewed by end of 2nd semester - if satisfactory - continuing position after 12 months. If not, probation extended with additional review after 4th semester and no career progress increase.

- Chair to provide written statement of: unsatisfactory aspects of performance; expected standards and criteria used to measure performance.
LAB INSTRUCTOR TO LECTURER - Criteria

- Where a substantial portion of the duties become the full responsibility for the instruction of courses including lab courses, and demonstrated ability as an expert university teacher
LECTURER TO SENIOR LECTURER - Criteria

• At least 5 years experience as a lecturer at SFU, superior abilities as a university teacher across a range of courses, leadership in curriculum development or innovative pedagogy, satisfactory service

• Continuous years as limited term lecturer count
Early Promotion Criteria

- 3 years as continuing lecturer at SFU, plus 3 years as a Lecturer or equivalent at other post secondary institution before SFU (appointments must be 50% or more)
- Unsuccessful early promotion application is not a relevant consideration in any future promotion consideration
- If unsuccessful promotion application, candidate must wait two years to reapply
<table>
<thead>
<tr>
<th>Rank</th>
<th>Contract Length</th>
<th>Contract Renewal</th>
<th>Tenure</th>
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</thead>
<tbody>
<tr>
<td>Professor</td>
<td>5 years</td>
<td>None</td>
<td>4th year</td>
</tr>
<tr>
<td>Associate</td>
<td>5 years</td>
<td>None</td>
<td>4th year</td>
</tr>
<tr>
<td>Assistant</td>
<td>3-4 years</td>
<td>3rd year</td>
<td>6th year</td>
</tr>
<tr>
<td>Instructor</td>
<td>4 years</td>
<td>Not normally renewed (if PhD not completed, contract not normally renewed)</td>
<td>None</td>
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<tr>
<td>Date</td>
<td>Event</td>
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<tr>
<td>Apr 15</td>
<td><strong>Early Tenure</strong>: Written submission and full CV to Dean</td>
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<tr>
<td>May 1</td>
<td>• Dean to consult with TPC and make decision on early tenure</td>
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<td></td>
<td>• Chair sends notice to submit application for tenure</td>
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<tr>
<td></td>
<td>• Candidate submits application for contract renewal - <strong>no external referees needed</strong></td>
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<tr>
<td>May 15</td>
<td>• Candidate submits application for tenure and/or promotion</td>
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<tr>
<td></td>
<td>TPC provides list of at least 4 suggested external referees</td>
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<tr>
<td>May 30</td>
<td>• Candidate submits at least 3 examples of published work to TPC</td>
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<tr>
<td>Jun 15</td>
<td>• Candidate submits rank-ordered list of 8 referees to TPC</td>
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<tr>
<td>Jun 30</td>
<td>• TPC comments on list; Candidate may modify list and finalize rank ordered list of referees – TPC cannot veto referees</td>
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<tr>
<td>Date</td>
<td>Event</td>
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<tr>
<td>Sep 15</td>
<td>- FM submits all remaining materials to support application to TPC&lt;br&gt;- TPC has sent out letters to 6 referees; needs 5 referees</td>
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<td></td>
</tr>
<tr>
<td>Dec 1</td>
<td>- Draft assessment from TPC to candidate with 14 days to respond&lt;br&gt;- TPC can provide anonymized referees letters - TPC can meet with candidate</td>
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<tr>
<td>Jan 15</td>
<td>- Recommendation from TPC to Dean copied to candidate without vote and details about referees, and with 14 days to respond to Dean</td>
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<tr>
<td>Feb 15</td>
<td>- Recommendation from Dean to VPA copied to candidate with 14 days to respond; if neg/neg or split decision, goes to FRC; if positive, goes directly to President</td>
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<tr>
<td>Apr 30</td>
<td>- Recommendation from FRC to President</td>
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<tr>
<td>May 30</td>
<td>- President makes decision and notifies FM</td>
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CONTRACT RENEWAL, TENURE, PROMOTION OVERVIEW: RECOMMENDATION FLOW CHART
Highlights of some of the key criteria identified in Academic Policy A11.05 that Apply to all Considerations and all Ranks for:

- TEACHING
- RESEARCH
- SERVICE

UNIVERSITY-WIDE CRITERIA FOR RTP: A11.05
• Effectiveness in transmitting knowledge and interest in their fields
• Evidence of keeping abreast of knowledge in their fields
• Mastery of the subject
• Generating enthusiasm in students
• Maintenance of appropriate academic standards
• Dedicated involvement within one's field(s)
• Openness to innovation
• Graduate supervision
• Development of academic programs
• Ability and willingness to teach a range of subject matters
• Ability and willingness to teach at various levels of instruction
• Service to students over and above formal teaching
• Research published, or otherwise subjected to appropriate peer evaluation
• Quality of research and quantity of research
• Recognition by national professional and or international professional and granting agencies
• Dissemination of research at conferences
• Record of securing support for research
• Contributions to all levels of the administration of the University
• Initiating and participating in seminars, public lectures or similar activities on campus
• Public service contributions with strong focus on academic content
• Assistance to other faculty members and other public service contributions (e.g. SFUFA)
• Growth as a researcher/scholar and research/scholarly activity; peer reviewed publications; grants; graduate supervision
• Demonstrated ability as a teacher; range of courses; evidence of teaching enhancement if deemed weak in previous salary review
• Service to department, faculty, university, academic community, society
• Goal - to present positive trajectory for tenure

Additional Criteria/Expectations for Contract Renewal for Assistant Professor A11.05 (3.1)
Specific Requirements: Assistant Professor

• Strong academic record
• Clear indication that faculty member has aptitudes of a successful teacher
• Evidence of potential to grow in stature
• Evidence of willingness to play active role in University
Specific Requirements: Associate Professor
*(full record reviewed)*

- Proven record of successful teaching
- Proven record of scholarly achievement
- Demonstration of continued profession growth of the faculty member in the field
- Recognition as an established scholar
- Record of service to department, faculty, university, scholarly community, society
Specific Requirements: Professor

- Total overall career contributions considered for TRS
- Excellence in teaching and research
- Evidence of national and/or international reputation (as appropriate) in the area of expertise
- Record of service to department, faculty, university, scholarly community, society
• Associate or Professor with prior University experience & 1 year at SFU
• Assistant with 2 years tenure track at SFU and 5 years since PhD or equivalent
• Assistant with 3 years LTD term at SFU immediately before tenure track appointment and 1 years in tenure track
• If approved measured against regular criteria for tenure
• Continued growth as established scholar, evidenced by development of a significant program of research and scholarship
• Sustained commitment to undergraduate and/or graduate teaching and supervision
• Evidence of being a responsible and contributing member to the University / academic community
• Criteria reviewed and reaffirmed or revised at least every three years
• Must be consistent with general university criteria for tenure and promotion
• Tenure-track faculty receive copy of departmental criteria when hired
• Original criteria to be used for tenure unless member opts for most recent criteria
• Most recent criteria used for promotion to Professor
Jan. 16  • Faculty member to submit biennial salary review submission if being reviewed. Submission must include:
  – updated CV detailing non-teaching activities for at least last two proceeding years;
  – Tenure track faculty- some faculties or departments require a statement of teaching and research and or a teaching portfolio/teaching dossier/teaching dossier/portfolio is required.
  • All faculty members must submit annually:
    – an updated CV (available online) and
    – an Outside Activities form (available online).
  • Teaching appointments should also submit teaching dossier/updated annually.

March 1  • Chair/Director to consult with TPC/TARC and forward salary recommendation to Dean and faculty member.
  • If you disagree with recommendations, you have 14 days from date of transmittal to provide a response to Dean.

March 1 – May 1  • If Dean Intends to make a lower recommendation than Chair/Director, Dean to send summary of assessment to faculty member for a response within 14 days from the date of transmittal.
  • If Dean Intends to make a more favorable recommendation, Dean sends summary of assessment to Chair/Director for comment.
BIENNIAL SALARY REVIEW TIME TABLE

- **May 1**
  - Dean to forward recommendations to the Vice-President, Academic’s Office, with copy to faculty member and Chair/Director.
  - If Dean’s recommendation is lower than Chair/Director’s or if both recommend no career progress increment, Dean to advise faculty member of right to file appeal within 14 days of transmittal to University Salary Review Committee (USAC) through the VPA Office.

- **May 31**
  - University Salary Appeal Committee to review cases brought to them for consideration and forward recommendation to President through VPA Office.

- **June 15**
  - All recommendations to be forwarded to the President for approval through VPA Office.

- **July**
  - Notification of President’s Decisions sent to faculty members, Chairs, Directors and Deans.

- **Sept. 1**
  - Career progress and promotion increases implemented.
SALARY REVIEW PROCESS
COMMON PROBLEMS

- Incorrectly counting or evaluating publications
- Over-emphasizing negatives in student evaluations
- Unbalanced consideration of referee letters with no explanation
- Providing a description of activity as opposed to a performance assessment; insufficient details; no basis for decision; decision not tied to criteria
- No description of information or documents relied on in making recommendation
- Failing to provide suggestions for improvement
- Failing to provide a timeline for improvement
- Failing to set out minority opinion and reasons
- Providing details of actual vote, referees names or details, or if referees recommended tenure
• Do departmental criteria provide guidelines for assessing colleagues from different disciplinary backgrounds?

• Publications
  – What is on the A list?
  – Authorship
  – Is single authorship the gold standard?
  – Is giving grad students first authorship the norm?
• The purpose of a Retention Award is to retain key faculty members across the university who may be offered positions elsewhere. The Retention Award application is approved by the TPC, then Dean with a final decision by the VPA. It is funded by the Department/School and is usually for a 3-5 year term.
A member may apply for or be nominated by his/her Chair for a new Retention awards or a renewal of an existing award if the faculty members meets all of the following criteria:
1. He/She has a record of outstanding achievement, as documented in his/her promotion and salary review history (usually 1.5 steps or better) and/or other documentation, in at least one of the following areas:
   - Research
   - Teaching or
   - Service/Leadership
• 2. The member plays an integral role in the department and/or the Faculty or University as a whole and is central to the unit’s ability to realize its strategic vision/academic plan

• 3. The faculty member has achieved a high profile within his/her area of expertise and is likely to be recruited by another university or employer. This risk may be exacerbated by a shortage of qualified candidates in certain areas
• The application/nomination will be considered by the departmental Tenure Committee and a recommendation by the Chair will then be forwarded to the Dean, with a copy to the member.
• The Dean will review the department’s recommendation and any response from the member and forward it and his/her own recommendation on the matter (copied to the member) to the Vice President, Academic, whose decision will be final

• A copy of the Vice President, Academic’s decision, with reasons, will be sent to the member and copied to the Dean and the Chair
• If a member who applies for or is nominated for a Retention Award is unsuccessful, he/she cannot reapply until at least a full year has elapsed. A member who receives a Retention Award is ineligible to seek an adjustment to that award.