

# HANDBOOK



UNIVERSITY OF  
CALGARY

***GFC Academic Staff  
Criteria & Processes  
Handbook***

as approved by

The General Faculties Council

*April 2019*

# **I. Criteria for Merit Assessment, Renewal, Transfer, Tenure, Promotion and Appointments**

## **1. Authority**

- 1.1 These criteria are established pursuant to Article 29.2 and Article 28.4 of the *Collective Agreement between the Faculty Association of the University of Calgary and the Governors of the University of Calgary*. In accordance with these Articles, the General Faculties Council (GFC) is empowered to establish the criteria for merit assessment, renewal, transfer, tenure and promotion.
- 1.2 The criteria in this document shall also be used for appointments made in accordance with the Handbook.
- 1.3 The criteria for the assessment, appointment and reappointment of members in Sessional Appointments shall be established in the *Collective Agreement*.
- 1.4 Every academic staff member participating in procedures relating to appointment, assessment, tenure, renewal, or promotion has the responsibility to consider as relevant only those criteria established or authorized by the General Faculties Council.

## **2. Faculty Guidelines**

- 2.1 In establishing these criteria, the General Faculties Council is exercising its authority under Article 29.2 and 28.4 to delegate the creation of Faculty Guidelines to the Faculty Councils to ensure the distinctive aspects of various disciplines are addressed in the application of the criteria. While the Faculty Guidelines may refine and interpret GFC's criteria, they may not add, contradict, or create new criteria unless specifically authorized to do so in this document.
- 2.2 Changes to Faculty Guidelines shall not take effect until:
  - a) the guidelines are approved by the Provost as being in compliance with this document and the *Collective Agreement*;
  - b) a copy is provided to the Faculty Association, and
  - c) the changes are posted on the Provost's website.

## **3. Merit Assessment**

- 3.1 Article 29.2.2 of the *Collective Agreement* states that the criteria for the assessment of individual academic staff members shall be applied in a manner consistent with the range and proportion of duties assigned to the academic staff member under Article 12 of the *Collective Agreement*. Article 29.2.2 further states that merit shall be assessed on the full duties performed by the academic staff member.
- 3.2 Article 29.2.3 of the *Collective Agreement* states that notwithstanding the payment of administrative honoraria, the administrative role and the quality of academic administration and

leadership provided shall be taken into account when considering the overall performance of academic administrators and others who perform administrative tasks.

- 3.3 Article 29.2.4 of the *Collective Agreement* states that all Deans are required to make available to academic staff members in the Faculty the criteria for merit assessment.
- 3.4 Article 29.2.5 of the *Collective Agreement* states that the criteria for the assessment of individual academic staff members in positions outside the professorial instructor librarian, curator, archivist and counsellor streams shall be based on the duties assigned at the time of hiring, and as mutually amended by the academic staff member and supervisor over time, or as agreed to by the Provost and Faculty Association.
- 3.5 Article 29.2.6 of the *Collective Agreement* states that as an individual progresses through a rank, the normal expectation of performance rises.
- 3.6 Heads and equivalent administrative officers charged with the responsibility of preparing written performance assessments should appreciate that this document is critical information for committees. Quantitative data should be included, in a concise format, wherever possible and appropriate. Generalized statements with little or no information content are unacceptable, and such assessments should be rejected.
- 3.7 The contributions of the individual in teaching, research, scholarship, creative and/or professional activities, and service must be summarized and evaluated. The Department Head or equivalent is uniquely qualified to assess the impact of the staff member's contributions in the particular field.

#### **4. General Requirements for Academic Staff (Teaching and Research)**

- 4.1 The functions of the University are Teaching, Research and Service. There is an expectation that all academic appointees (Teaching and Research) shall engage in these activities (with the exception of the instructor ranks and the rank of Lecturer).

The general criteria for each function as applied to all ranks as well as the specific criteria for each Rank are set out below.

#### **4.2 Teaching**

- 4.2.1 Teaching is a major University function. It is recognized that teaching or instruction takes place in various contexts appropriate to the disciplines in each Faculty including the classroom, lectures, seminar discussion, clinical supervision, laboratory supervision, tutorials, graduate supervision, field supervision, practicum supervision, distance education, collaborative teaching with associated institutions, the advising of students, etc.
- 4.2.2 Teaching performance and effectiveness shall be evaluated on a regular basis. Such evaluation should consider all ways a teacher addresses their teaching responsibility and interaction with students. In addition to interactions in the contexts noted in Section 4.2.1, evaluation of teaching should consider the extent of innovation, preparation, reflection of current knowledge, level of interest, direction, and encouragement demonstrated by the academic appointee. Participation

in teaching development programs, and/or seeking expert help in the improvement of teaching, will be viewed as an indication of commitment to teaching.

- 4.2.3 Although the evaluation of teaching may not be based solely on evaluations by students, such evaluations are one factor on which the evaluation of teaching shall be based. Student evaluations shall be required for all academic appointees (Teaching and Research) on a regular basis. Student evaluations must be used consistently. The student evaluations must be interpreted reasonably in light of other relevant contextual factors, including factors which may be outside of the control of the academic appointee.
- 4.2.4 In the case of the Universal Student Rating Instrument, all information provided by the student should be taken into account when interpreting the results.

Where the USRI information becomes available after the deadline for submission of the Academic Performance Report, the academic staff member shall have the discretion as to whether the information is used for the performance years under consideration, or have that information carried forward for use in the next assessment cycle, consistent with such other limits on reporting as established under the USRI rules.

- 4.2.5 Part of such evaluation of teaching may be based upon the general reputation enjoyed by the teacher among informed peers and students. Such reputation shall be evidenced only by signed documentation or formal evaluation processes consistently applied.
- 4.2.6 The University also recognizes the legitimate role of academics as 'knowledge brokers' in transferring state-of-the-art knowledge to persons in government, business, industry, the professions, and the wider community through the organization and presentation of seminars, workshops, and short courses for persons outside programs leading to degrees.
- 4.2.7 The development, testing, and application of computer-assisted learning techniques and software shall be deemed to be innovative teaching when the techniques or software have been successfully integrated into the teaching of University course offerings and the usefulness of the activity has been acknowledged by informed peers in a manner similar to the peer review of materials submitted for publication.
- 4.2.8 It is the responsibility of the administrative officer writing an assessment to ensure that the academic appointee's performance in the teaching and supervision of graduate students also be included, following such appropriate consultations with the Faculty of Graduate Studies as may be necessary.
- 4.2.9 Evaluations of teaching should state the basis for the assessment, e.g. student assessments, multi-year teaching dossier, review by senior colleagues, classroom / lab visits by the Department Head, etc. It would be helpful to promotions committees to give an indication of the time commitment to teaching, and the nature and significance of the involvement.

### **4.3 Research**

- 4.3.1 The term *Research* shall be deemed to mean scholarly activity appropriate to the individual's discipline.

- 4.3.2 Research, scholarship, and other creative activities constitute a major University function. The primary concern of the individual and the University shall be the importance of high-quality work.
- 4.3.3 These research activities shall be evaluated on a regular basis and shall normally be measured by the quality and pattern of the academic appointee's work, through media and outlets appropriate to each discipline for communication with peers.
- 4.3.4 Research normally shall bear evidence of formal review by informed peers from the appropriate disciplinary or interdisciplinary community within and beyond the University prior to or as a result of presentation, publication, distribution, or exhibition.
- 4.3.5 In those Faculties that prepare students for professional practice, contributions to the discipline of that profession shall be deemed relevant to satisfying the research requirement provided that they are of high quality and are acknowledged contributions to the field, that they flow primarily from research, and that they have been subject to an informed peer review process and enhance the professional reputation of the individual and the University.
- 4.3.6 The development of software and the creation of data bases or the creation or entry of information into data bases or contributions to program libraries shall normally be considered equivalent to research publication only if the results have been subjected to informed peer review or appropriate refereeing.
- 4.3.7 All research, scholarship, and other creative activities shall be assessed on the merits of the work, regardless of the form in which they appear. Electronic publications – whether books, articles, journals, or databases – shall be considered equivalent to more traditional forms of publication if they are subjected to the same rigor of informed peer review or appropriate refereeing.
- 4.3.8 It may be particularly important for Heads and/or Deans to engage in post-publication review to assess value and impact, where traditional peer review is not appropriate or applicable.
- 4.3.9 With respect to scholarly, creative and professional activities, it is particularly important to delineate peer-reviewed publications, juried exhibitions, invitational lectures and performances, nationally and/or internationally recognized innovations in professional practice. Deans are also required to file with the Chair of GMC a statement on how publications are acknowledged in their Faculty, e.g. when they are "in print" and published, or when they are "in press" or "accepted for publication."

#### **4.4 Service**

- 4.4.1 Since the University is a community of scholars, largely responsible for its own governance, it is expected that each academic appointee shall make contributions in the area of service. Service shall be measured by the academic appointee's record of active participation in academic governance and development in matters relevant to the progress and welfare of the department or unit, the Faculty, and the institution.
- 4.4.2 Service may also be measured by informed assessment of evidence of substantial contributions

to activities such as service on editorial boards of disciplinary or interdisciplinary journals, on grant selection committees and adjudication panels of provincial, regional, or national agencies, and similar professional involvement.

- 4.4.3 Service may also be measured by substantial contributions to the general or professional community, the Province, and the Nation through the application of scholarly or professional knowledge and expertise.
- 4.4.4 Other service to the community that flows from the discipline or that accrues through other distinguished service to the University or the community may be acknowledged when it brings distinction to the University.
- 4.4.5 Appropriate levels of service shall be expected of each rank. Nevertheless, for individuals whose duties include teaching and research, the normal expectations for teaching and research cannot be fulfilled by service activity in the absence of written agreements with the Dean. Meeting the expectation for service should normally require a smaller portion of effort than is required for the functions of Teaching and Research.
- 4.4.6 Outside Professional Activity for remuneration shall not normally be counted as service for the purposes of assessment.
- 4.4.7 In the evaluation of service contributions, Department Heads should provide information on the time commitment of academic appointees to activities such as service on editorial boards of prestigious journals, on grant selection committees and adjudication panels of national agencies, and similar professional involvement, as well as provide an assessment of the importance of these activities.

#### **4.5 General**

- 4.5.1 Collegueship should be considered to the degree that it can be shown to have affected the teaching, research, or service of the individual, colleagues, or the unit.
- 4.5.2 Within the context of Section 4.1 above, and the requirements of the *Collective Agreement* Article 29.2.2, it is recognized that the nature of teaching, research, and service and the proportional distribution of expectations among the three functions shall vary from Faculty to Faculty.
- 4.5.3 There shall be generally consistent application of these expectations throughout each Faculty.
- 4.5.4 Each Dean shall make available to academic appointees in the Faculty, following approval by the Faculty Council, written guidelines on the manner in which the criteria are applied in the Faculty. Such guidelines must include:
  - a) a statement of the relative importance that the Faculty attaches to each of the three functions (teaching, research, service);
  - b) a description of how the Faculty interprets the functions, e.g., the various activities that the Faculty defines as legitimate and appropriate forms of expression;

- c) a description of how the Faculty applies external information such as evaluations by students;
- d) a description of the expectations that the Faculty has of an academic appointee's performance in each of the three functions, including the ways in which these expectations change with rank, and with seniority within a given rank;
- e) a statement that recognizes the diversity of career patterns and the implications of such patterns for assessment purposes;
- f) a statement about how academic and professional qualifications are applied in recommendations for appointment, promotion and tenure;
- g) a clear indication of:
  - i. how accomplishments in teaching, research, and service are translated into recommendations for tenure;
  - ii. how accomplishments in teaching, research, and service are translated into recommendations for promotion from rank to rank.

4.5.5 Faculty Guidelines should clearly describe how Adjunct/Clinical, or other prior University of Calgary service will be considered for future promotions.

4.5.6 Outside Professional Activity shall be considered in determining career advancement to the extent that this activity demonstrably contributes to the fulfilment of the academic appointee's obligations to the University and to the enhancement of the stature of the University.

4.5.7 Notwithstanding the payment of administrative honoraria, the administrative role and the quality of academic administration and leadership provided shall be taken into account when considering the overall performance.

4.5.8 Student submissions are admissible if they are written expressions, prepared by individual students and signed, that give justification for their views.

4.5.9 No anonymous material shall be introduced or considered with the exception of results of class surveys conducted under the auspices of the Department, Faculty, or General Faculties Council.

#### **4.6 Requirements for Assistant Professor**

4.6.1 Appointment to the rank of Assistant Professor normally requires evidence of successful teaching ability or professional experience, with evidence of appropriate research or professional activity beyond that involved in the completion of academic or professional training.

#### **4.7 Requirements for Associate Professor**

- 4.7.1 Appointment or promotion to the rank of Associate Professor requires evidence of teaching effectiveness, recognized research attainment or equivalent professional attainment, and a satisfactory record of service.
- 4.7.2 When the teaching function is assessed, evidence of effective performance respecting graduate programs and the supervision of and involvement with graduate students shall be considered, where appropriate.

#### **4.8 Requirements for Professor**

- 4.8.1 The rank of Professor is reserved for those, who in the opinion of colleagues, within the University and beyond, are outstanding in their discipline.
- 4.8.2 Appointment or promotion to the rank of Professor requires evidence of teaching effectiveness. When the teaching function is assessed, evidence of effective performance respecting graduate programs and the supervision of and involvement with graduate students shall be considered, where appropriate.
- 4.8.3 For promotion to Professor, the candidate's performance with respect to graduate programs and the supervision of, and involvement with, graduate students shall be considered. While the assessment required of a Department Head related to a staff member's promotion to Professor is to be the Head's own evaluation of the candidate, Heads may seek input from Graduate Studies regarding the candidate's performance with respect to graduate programs. If a statement is requested, it shall be included in the materials provided to the FTPC, and the Dean of Graduate Studies shall send a copy to the candidate.
- 4.8.4 For academic staff members in the professorial stream, the relative contributions in the areas of teaching, research and service may vary but special emphasis shall be placed on teaching performance at both the undergraduate and graduate level. Notwithstanding this emphasis on teaching, in no case shall promotion to the rank of Professor be recommended where the individual has not clearly established a national or international reputation on the basis of scholarship, research, or equivalent creative activity or professional contributions to a discipline or field.
- 4.8.5 A Professor is also expected to have an established record of service contributions to the institution and appropriate discipline and, when relevant, profession.

#### **4.9 Requirements for Instructor**

- 4.9.1 Appointment to this rank requires evidence of successful teaching ability, professional experience, and/or professional / educational qualifications appropriate to the intended duties of the position.
- 4.9.2 The duties of an Instructor will normally include, but not go beyond, the scholarship required to maintain currency in pedagogy and content in the discipline.

#### **4.10 Requirements for Senior Instructor**

- 4.10.1 In addition to the qualifications for an Instructor, appointment to this rank requires evidence of teaching effectiveness; a creative approach to the teaching function; evidence that the individual is capable of initiating and participating in a wide variety of teaching activities; evidence that the individual is thoroughly familiar with the current status of the appropriate discipline or one or more specialized areas thereof; and a satisfactory record of service. Appointment to this rank may also consider evidence of leadership roles, and evidence of pedagogical expertise or involvement with curriculum development. Educational and professional qualifications beyond those for Instructor may be required.
- 4.10.2 Senior Instructors are expected, upon assignment by the Dean or Department Head, to take major responsibilities for teaching and related professional activities of the Faculty or Department.
- 4.10.3 The duties of a Senior Instructor will normally include, but not go beyond, the scholarship required to maintain currency in pedagogy and content in the discipline.

#### **4.11 Requirements for Teaching Professor**

- 4.11.1 The rank of Teaching Professor is reserved for those, who in the opinion of colleagues are outstanding in their discipline for their contributions to teaching and learning and have exceeded the criteria for Senior Instructor in his/her faculty. Transfer or promotion to this highest rank in the Instructor stream requires documented evidence of distinguished achievement in teaching and pedagogy, based on contributions to teaching and learning, curriculum development and educational leadership in a discipline and/or across disciplines. A Teaching Professor is also expected to have a distinguished record of service contributions to the institution and appropriate discipline, and when relevant, profession.

#### **4.12 Requirements for Lecturer (Medicine)**

- 4.12.1 Appointment as Lecturer (Medicine) shall require the completion of academic or professional qualification in Medicine or its associated disciplines. Appointment shall also require evidence of appropriate teaching or professional experience.

#### **4.13 General Requirements for Academic Staff (Administrative and Professional)**

##### **4.13.1 Librarians**

- 4.13.1.1 The criteria respecting Librarians shall be established by the Vice Provost (Libraries and Cultural Resources) in consultation with and with the approval of a majority of the Libraries and Cultural Resources Academic Council.

##### **4.13.2 Counsellors**

- 4.13.2.1 The criteria respecting Counsellors in Student and Enrolment Services shall be established by the Chief Academic Officer for Student Affairs in consultation with and with the approval of a

majority of the persons holding academic appointments as Counsellors.

#### **4.13.3 Other (Administrative and Professional)**

- 4.13.3.1 The duties and criteria respecting Academic Staff (Administrative and Professional) in all other areas at the time of approval of these Procedures shall be established by the appropriate Vice-President or delegate with due regard to the historic duties of the position and after meaningful consultation with the current appointee.
- 4.13.3.2 A review of the approved duties and criteria established through Section 4.13.3.1 for an academic staff position (Administrative and Professional) may be initiated by either party prior to the commencement of a calendar year. The review and any modification of the criteria and duties shall be carried out by the process outlined in Section 4.13.3.1.

### **5. Criteria for Renewal and Tenure**

- 5.1 The renewal of a tenure-track appointment requires a determination that, given the applicant's quality and pattern of career performance, there is a reasonable likelihood that the applicant will be able to apply successfully for an appointment *With Tenure* at the University of Calgary within the time allowed.
- 5.2 The granting of an appointment *With Tenure* in the professorial ranks requires a determination that, given the applicant's quality and pattern of career performance, there is a substantial likelihood that the applicant will be able to sustain a career as a productive researcher, effective teacher, and active contributor to the University of Calgary community. To this end:
- a) the Committee shall review evidence of the applicant's accomplishments in teaching, research, and service since appointment at the University of Calgary;
  - b) the Committee shall then consider the applicant's overall career pattern, taking account of the time elapsed since completion of the highest degree, accomplishments in positions prior to employment at the University of Calgary, and other relevant factors;
  - c) in assessing the evidence presented to it, the Committee shall use the specification of these criteria in the Faculty's Guidelines; and
  - d) in assessing research, the Committee shall, in addition to considering the merit of the applicant's various research projects, make a determination whether the applicant has demonstrated the ability to bring research projects to timely conclusions.
- 5.3 When the recommendation sought is for appointment *With Tenure* in the instructor ranks, the Committee shall seek evidence that the applicant has been successful in meeting the criteria for the applicant's rank as set out above. The Committee shall also satisfy itself, based upon the quality and pattern of career performance, that there is a reasonable likelihood that the applicant will be able to sustain a satisfactory pattern of career development as an Instructor.
- 5.4 The granting of an appointment *With Tenure* in the (Administrative and Professional) ranks requires a determination that, given the applicant's quality and pattern of career performance,

there is a substantial likelihood that the applicant will be able to sustain a career as a productive and effective professional, and active contributor to the University of Calgary community. To this end:

- a) the Committee shall review evidence of the applicant's accomplishments since appointment at the University of Calgary;
- b) the Committee shall then consider the applicant's overall career pattern, taking account of the time elapsed since completion of the highest degree, accomplishments in positions prior to employment at the University of Calgary, and other relevant factors; and
- c) in assessing the evidence presented to it, the Committee shall use the specification of these criteria in the Unit's Guidelines or the specific criteria referred to in 4.13.3 for all other academic appointments (Administrative and Professional).

## **6. Tenure and Promotion**

- 6.1 For promotion or tenure, Faculty Tenure and Promotion Committees shall consider the complete career record of the academic appointee at the University of Calgary and elsewhere.

## **II. Academic Appointments Selection Procedures**

### **1. Delegation of Authority**

- 1.1 Where senior leadership team members are also to be appointed to academic positions, such appointments must be made in accordance with selection rules as approved by GFC.
- 1.2 Sessional and Retired Short Term positions shall be appointed according to the provisions of the *Collective Agreement Between the Governors and the Faculty Association*.
- 1.3 When the Provost & Vice-President (Academic) determines that it may be necessary to deviate substantially from the criteria approved by the General Faculty Council or Faculty Councils, the Faculty Association will be consulted. After such consultation, the Provost & Vice-President (Academic) shall decide the appropriate and fair way to proceed in each case and will inform the Faculty Association of the decision. The Provost & Vice-President (Academic) will report the above cases annually to the Academic Staff Criteria and Processes Working Group to enable the Working Group to fulfill its responsibilities.

### **2. Advertising**

- 2.1 Prior to the recommendation of any persons for a Continuing, Contingent Term, or Limited Term appointment, such a position shall be advertised to the campus community and nationally.

### **3. Selection Procedures for Continuing Academic Appointments (Teaching and Research)**

- 3.1 During the selection process, all parties shall be governed with respect to Article 7.1 of the *Collective Agreement Between the Governors and the Faculty Association*:

*The Parties agree that the Governors, the Association, and the members of the Association shall not discriminate against any member of the academic staff by reason of race, political or religious affiliation or beliefs, colour, sex, sexual orientation, gender identity, physical characteristics, marital status, family relationships, age, ancestry or place of origin, or membership or activity in the Association as provided under the terms of this Agreement.*

- 3.2 An applicant may write to the Provost & Vice-President (Academic) regarding concerns related to Section 3.1. The applicant is encouraged to send a copy of correspondence to the Faculty Association. After appropriate review and consultation, the Provost may take whatever action, if any, is deemed necessary.
- 3.3 To assure that the advice given by the Dean to the Provost & Vice-President (Academic) has had the benefit of the informed academic staff opinion required by the President, each Faculty Council is required to establish a formal Academic Selection process, advisory to the Dean, for all appointments of more than twelve months' duration.
- 3.4 The Extraordinary Procedures for Expedited Spousal Hiring in Section 7 shall be considered the equivalent of the formal Academic Selection process for all purposes.

3.5 Similar competitive procedures shall be followed in selecting candidates for Contingent Term and Limited Term appointments, with the exception that the Academic Selection process set out below need not be followed for the selection of candidates for Contingent Term appointments where the appointment is linked to a selection process established by an external funding agency, and if the waiving of the normal procedures receives the approval of the Provost & Vice-President (Academic) upon the recommendation of the appropriate Dean.

3.6 The required Academic Selection process established by the Faculty shall be structured in a manner appropriate to the specific Faculty while being consistent with general University policies including any employment equity policies. The process shall be approved by a majority of the Faculty Council concerned and the Provost & Vice-President (Academic) and shall provide for:

- a) a formal Academic Selection Committee of appropriate size, consisting of the following:
  - i. Dean or delegate – normally the relevant Head in departmentalized Faculties, Chair (voting only to break a tie);
  - ii. Voting members drawn from the Continuing, Limited Term and Contingent Term academic staff members of the Faculty, with a majority of these members holding a Continuing appointment. (In large or departmentalized Faculties, all but one of the members from a Faculty should be drawn from the affected disciplinary group e.g. the appropriate Department from within the Faculty);
  - iii. at least one Continuing academic staff member (voting) from outside the Faculty;

This academic staff member is a fully participating member of the Committee with the same responsibilities as other members, but also provides a perspective beyond the interests of the Faculty and has a particular role in observing the fairness of the proceedings and appropriate application of the criteria.

- iv. a Faculty Council shall either provide for senior student participation on a selection committee or establish other mechanisms for informed student opinion to be taken into account.

Both genders shall be included in the Committee.

- b) a quorum rule which assures that a majority at all meetings shall be Continuing academic staff members in the relevant Faculty;
- c) a process that determines candidates' suitability for the position, based on relevant criteria and qualifications;
- d) steps to search out qualified candidates of either gender or any group designated under Employment Equity that has been identified by the Faculty as being under-represented in the discipline;
- e) the initial review of applications;

- f) an initial short-listing based on relevant criteria;
  - g) solicitation of confidential written references (normally three are required) for all short-listed candidates commenting on factors relevant to the position;
  - h) an interviewing process that provides for access to the candidate(s) by the members of the relevant discipline(s), including a mechanism to solicit written feedback to be reviewed and accorded appropriate weight by the Committee;
  - i) a final ranking process for interviewed candidates that is based on the established relevant criteria and that identifies each candidates' suitability for the position;
  - j) the maintenance, and retention for two years, of records of all stages of the recruitment and selection process for each academic appointment, including selection criteria, copies of advertisements, publication venues, an outline of the active recruitment methods employed, copies of applicants' curricula vitae, and copies of letters of recommendation. These records shall be made available to the Provost & Vice-President (Academic) and the Director of the Office of Diversity, Equity and Protected Disclosure (ODEPD) on request.
- 3.7 The Academic Selection Committee may delegate any or all of tasks 3.6 (e), (f), and (g) to a sub-committee of its members, provided that any Committee member is free to participate in the sub-committee's activities and that a mechanism is established to ensure that the sub-committee accounts for these activities to the Academic Selection Committee as a whole.
- 3.8 An initial short-listing of candidates may be determined at any time, provided the vacancy has been advertised nationally for a minimum of thirty (30) days.
- 3.9 When an Academic Selection Committee determines that two or more candidates are equally qualified to receive an offer of appointment, and at least one of these candidates is from either of the following groups:
- a) the minority gender in a unit in which the gender ratio of academic staff is greater than 2:1, or
  - b) any group that is identified under Employment Equity and that is under-represented as defined by the Faculty's Employment Equity Plan,
- the Committee shall recommend that an offer of appointment be made to the candidate who is a member of group a) or b).
- 3.10 An Academic Selection Committee may choose, for good reason, to recommend no candidate to the Dean.
- 3.11 If the appointment recommendation of the Dean differs from the advice received from the Academic Selection Committee, the Dean shall inform the Provost & Vice-President (Academic) and the members of the committee.

- 3.12 In certain circumstances, an Academic Selection Committee may recommend that the appointment be made With Tenure. In such cases, the Committee must make its recommendation based on the career history of the applicant when considered in the spirit of Article 28 of the *Collective Agreement*.
- 3.13 An appointment With Tenure may be offered upon appointment only if so recommended to the Dean by the Academic Selection Committee.

#### **4. Selection Procedures for Academic Appointments (Administrative and Professional)**

##### **Academic Staff in Libraries and Cultural Resources**

- 4.1 Selection procedures for all ranks of Librarians, Archivists, and Curators shall be similar to those outlined in Section 3 for Academic Appointments (Teaching and Research). A formal Academic Selection process established by the Libraries and Cultural Resources Academic Council shall be advisory to the Vice Provost (Libraries and Cultural Resources).
- 4.2 In cases where a Faculty or other unit wishes to appoint to a Librarian rank, the Dean or equivalent and the Vice Provost (Libraries and Cultural Resources) shall jointly establish a selection process that satisfies the interests of both communities.

##### **Counsellors**

- 4.3 Selection procedures for all ranks of Counsellors shall be similar to those outlined in Section 3 for Academic Appointments (Teaching and Research). A formal Academic Selection process established by a majority of the Counsellors shall be advisory to the Vice Provost (Student Experience).

##### **Other Academic Staff (Administrative and Professional)**

- 4.4 External competition for academic positions (Administrative and Professional) is not normally required where the promotion of a subordinate represents a normal career path. Internal advertising of the opportunity is required.
- 4.5 The appropriate Senior Administrator shall establish an Ad Hoc Selection Committee with procedures that shall adhere to the principles set out in Section 3, to the extent possible under the circumstances of the position. The external member shall be drawn from a different organizational unit.
- 4.6 The members of the Ad Hoc Selection Committee, a majority of whom shall hold academic appointments (Administrative and Professional), shall be appointed by the appropriate Senior Administrator in a manner to assure adherence to the principles of Section 3.6 while recognizing the operational necessities of the position.
- 4.7 The procedures of the Ad Hoc Selection Committee shall be approved by the Provost & Vice-President (Academic) or delegate before the vacancy is advertised.

- 4.8 In situations when the selection process is for a senior vacancy, the Ad Hoc Selection Committee may recommend that the appointment be made With Tenure. In such cases, the Committee must make its recommendation based on the career history of the applicant when considered in the spirit of the GFC's tenure criteria.
- 4.9 An appointment With Tenure may be made upon appointment only if so recommended to the appropriate Senior Administrator by the Ad Hoc Selection Committee.

## **5. External Obligations**

- 5.1 During appointment negotiations and prior to the signing of the letter of appointment, individuals selected for Continuing, Contingent Term, or Limited Term appointments must declare any employment obligations to, or contractual relationships with, any other institution or organization if these obligations or relationships shall remain in effect after acceptance of appointment to the academic staff of the University of Calgary.

## **6. Letter of Appointment**

- 6.1 Previous correspondence with Deans or Heads notwithstanding, only the President, or designate, may send the official and binding letter of offer of an academic appointment on behalf of the Board of Governors to the candidate. This letter of appointment shall specify terms and conditions of employment, which shall include an outline of the general duties and responsibilities.
- 6.2 When an academic staff member is to hold appointment in more than one Faculty, Department, or Unit, the letter of appointment shall clearly state which Faculty's (Unit's) tenure, promotion and assessment criteria shall apply.
- 6.3 If an academic staff member holds an appointment in a unit that has no Faculty criteria, the letter of appointment shall clearly state the duties of the position and the initial criteria against which performance shall be assessed.

## **7. Extraordinary Procedures for Expedited Spousal Hiring**

- 7.1 It may from time to time prove to be in the University's best interest to act expeditiously in order to be able to:
- a) make employment offers to both members of a marriage or domestic partnership in which both have academic qualifications, but where no Limited Term, Contingent Term, or Continuing position has been advertised suitable for one of the spouses; or
  - b) make an employment offer to the spouse of an existing Limited Term, Contingent Term, or Continuing academic staff member for retention purposes; *or*
  - c) make an academic staff employment offer to the academically qualified spouse of a non-academic staff University employee or recruit (including members of the Senior Leadership Team).

## **Definitions**

7.2 For purposes of these procedures:

- a) “Dean” refers to the person who makes academic appointment recommendations to the Provost & Vice-President (Academic).
- b) “Destination Faculty” or “Destination Unit” refers to the Faculty, Department or other academic unit (as determined by a Faculty Council under Section 7.13) in which it is proposed to find a position for the Secondary Spouse.
- c) “Home Faculty” or “Home Unit” refers to the Faculty, Department or other academic unit of the Primary Spouse.
- d) “Primary Spouse” means the member of a marriage or domestic partnership who has been recommended for an offer of appointment under Sections 1 to 4, or who currently holds a Limited Term, Contingent Term or Continuing academic appointment. This definition shall also apply in the situation where there has been an offer of employment made under the hiring provisions for non-academic employees or the Senior Leadership Team, or where the Primary Spouse already holds such positions.
- e) “Secondary Spouse” means the spouse or domestic partner of a Primary Spouse who has the qualifications to hold an academic staff appointment (Teaching and Research) or (Administrative and Professional) and who desires to do so.

## **Application**

7.3 Extraordinary Procedures for Expedited Spousal Hiring may be used to offer an academic staff appointment (Teaching and Research) or (Administrative and Professional), to a Secondary Spouse where:

- a) the offer will be made simultaneously or nearly simultaneously with an offer to the Primary Spouse and neither of the spouses is currently employed by the University;
- b) the offer will be made to a Secondary Spouse who currently holds a special Limited Term position under Section 7.14; or
- c) the Primary Spouse currently holds a Limited Term, Contingent Term, or Continuing academic staff appointment, or a similar position in the non-academic staff or Senior Leadership Team.

## **Procedures**

7.4 These procedures shall be invoked only by the mutual agreement of the Deans of the Home and Destination Faculties (or equivalent, in the case of a non-academic staff member). In the case where the spouse of a Senior Leadership Team member is being considered, the agreement of the Provost & Vice-President (Academic) shall also be required.

- 7.5 Except where both spouses are to be in the same unit, the Committee to be used in the Expedited Spousal Hiring Process shall be the Academic Selection Committee, as established in 3.6, with the addition of a non-voting Faculty Association representative who shall be required for quorum.
- 7.6 Where both spouses are in the same unit, the Committee to be used shall be based on the composition of an Academic Selection Committee as established in 3.6 with the addition of a non-voting Faculty Association representative who shall be required for quorum. Normally, the review committee for the Secondary spouse shall not include any member who was on the selection committee for the Primary Spouse.
- 7.7 The Dean shall notify all Committee members of the projected timing of the process, and shall supply each of them with copies of these procedures. This memo will be accompanied by a CV provided by the Secondary Spouse.
- 7.8 In this memo the Dean of the Destination Faculty shall additionally state clearly two things: (1) the nature of the initial funding of the proposed position, the duration for which this funding is promised, and if the funding is of limited duration the possibilities for continued funding of the position after the initial funding runs out; and (2) the implication this hiring would have with respect to other hiring in the Unit's future – specifically whether this hiring would count as a regular hiring or whether it would be considered to be in addition to and outside of the Unit's hiring agenda.
- 7.9 It will be the responsibility of the Secondary Spouse to supply a complete CV, the names of three individuals to be contacted for written references, copies of selected recent publications (or disciplinary equivalents), and information relating to teaching effectiveness (where possible), by a date which shall be specified by the Dean. These shall be made available to academic staff members in the Destination Unit, for review in the Destination Unit's administrative office for no less than five working days. It is understood that the publications may be photocopied or reproduced by the Unit concerned and circulated as a means of expediting the diffusion of relevant information.
- 7.10 The Dean of the Destination Faculty shall arrange, not at the expense of the Destination Unit, for at least one professional presentation to the Destination Unit by the Secondary Spouse and shall provide opportunities for informal meetings with interested members of the Destination Unit and an interview with the Committee. The Dean shall seek letters of reference from the individuals identified by the Secondary Spouse. The letters shall be presented to and remain confidential to the members of the committee.
- 7.11 Following the presentation to the unit, the Head of the Destination Unit shall solicit comments from all members of the unit. The members of the Unit shall be given at least five working days to provide such comments to the Head. These comments shall be provided to the Committee by the Head.
- 7.12 As soon as possible after all of the provisions of 7.9, 7.10, and 7.11 have been carried out, the Dean of the Destination Faculty shall convene a meeting of the Committee to consider the proposed hiring.

- 7.13 As part of the process of establishing the Academic Selection process referred to in Section 3.6, a Faculty Council shall determine as a matter of policy
- a) at which organizational unit (e.g. Faculty, Department, Program) these procedures shall be applied; and
  - b) how to determine which units shall be deemed to comprise the Destination Unit if the hiring may affect more than one unit.

#### **Special Limited Term Appointment**

- 7.14 In cases where time constraints or other circumstances do not permit the use of the extraordinary procedures set forth in the foregoing Sections, the Secondary Spouse may be offered a special Limited Term appointment (as per *Collective Agreement* article 1.6.f). In this instance, the special Limited Term appointment is for a non-renewable one-year term, and the offer may be made without satisfying the normal advertising and selection requirements. At the conclusion of the one-year term, the special Limited Term appointment will lapse. During or immediately following the one-year term, the Dean of the Destination Faculty may initiate the Extraordinary Procedures for Expedited Spousal Hiring. The incumbent may at any time become a candidate for any position that may become available and be advertised in accordance with the normal procedures for selection and appointment.

### **8. Conversion of Contingent and Limited Term Appointments to Continuing Appointments**

- 8.1 If operating funds are allocated for a position previously deemed to require a Contingent Term or Limited Term appointment, the incumbent shall be granted the option of being considered first for the Continuing position prior to it being advertised if all of the following conditions are met:
- a) a Continuing position has been allocated to the department or unit for the same purpose in the same discipline as the Contingent Term appointment;
  - b) the incumbent was originally selected according to the competitive procedures of this Handbook or by a process approved in advance by the Provost & Vice-President (Academic) as being equivalent to the procedures in the Handbook;
  - c) the incumbent has received assessments in the normal manner, that have acknowledged satisfactory performance of the normal range of duties expected of a Continuing academic appointee according to the criteria in this Handbook.
  - d) in the case of Limited Term appointments only, all circumstances under Article 1.6(c) of the *Collective Agreement* have been removed.
- 8.2 Consideration in this case may result in the offer of a Continuing position, or a declaration that the incumbent does not meet the requirements of the Continuing position, or a decision to proceed to an advertised competition.