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Haskayne School of Business

PROCEDURES PERTAINING TO

APPOINTMENT, PROMOTION AND TENURE OF ACADEMIC STAFF

The contents of this document represent policies of the Haskayne School of Business. These policies have been developed within the framework of University policies as given in the University's Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff (APT) and the Manual of Policies and Procedures for the Annual Assessment of Academic Staff (GPC). In the event of conflict between University and The School's policies, University policies have priority.

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1. INTRODUCTION

1.1 General Philosophy regarding Appointment, Promotion and Tenure

- 1.1.1 The Haskayne School of Business appoints, promotes and retains individuals who improve the practice of management and lead through excellence in research and teaching. Quality research and scholarship are fundamental to our contribution to our community, therefore we promote, support and reward research activities that meet rigorous peer-reviewed standards. We create an engaging and rigorous learning environment based on the dissemination of the latest advances in knowledge to develop effective and ethically responsible management leaders. All faculty members contribute to the scholarly mission of the School, to its essential teaching role, and to the service needs of the School and University in ways congruent with their rank, abilities and interests.
- 1.1.2 The School's strategic plan should guide the interpretation and evaluation of these guidelines.

1.2 Use of Policies and Procedures

- 1.2.1 The policies of the Haskayne School of Business are intended to be consistent with the policies of the University of Calgary. This document is designed to help the Haskayne School of Business implement the University APT Manual within this School. In the event that a policy issue is not covered in this document, University policy as set forth in APT will apply. In the event of inadvertent conflicts between The School's and University Policy, University policy shall take precedence.
- 1.2.2 The policies outlined in this document have been developed to serve as a guideline for persons seeking appointment or promotion, as well as those charged with the responsibility of recommending such appointments or promotions.
- 1.2.3 Assessments of tenure and promotion are processes independent from the annual merit review process. Favourable or unfavourable annual merit decisions do not necessarily predict the outcome of appointment, promotion, and tenure decisions.
- 1.2.4 The various criteria appropriate to each rank or appointment should be regarded as minimum standards. It should be understood, however, that meeting these minimum standards does not automatically ensure that an individual will be recommended for the rank or appointment sought. In particular, tenure is conferred only after careful consideration of the credentials of the individual in relationship to the criteria prescribed in this document.

1.3 Implementation Date

These policies and procedures will take effect immediately after they have been approved by the Haskayne School of Business Council and by the Provost and Vice-President (Academic).

2. CLASSES OF ACADEMIC STAFF APPOINTMENT

These are described in Section 2 of APT

3. CRITERIA FOR APPOINTMENT, PROMOTION AND TENURE

3.1 University Criteria

University Criteria are given in Section 3 of APT

3.2 The School's Criteria

3.2.1 Relative Importance of Criteria

For appointment, promotion and tenure, the School does not apply any mechanical formula or numerical weights to teaching, research and service contributions. Quality of teaching, and productivity and quality of published work are considered equally important, and both more important than similar quality of service contributions. However, if individuals feel their service activities are particularly significant and germane to the objectives of the School, they should make a case for this when applying for appointment, promotion, or tenure.

3.2.2 Effect of Leaves

A faculty member's promotion and tenure will not be affected by the taking of leave; however, it is up to the individual to support a case for additional time to achieve contract extension or tenure if the individual believes a leave has had a detrimental effect on career progress. Maternal and/or Parental Leaves are an exception: they result in an automatic one-year deferral of consideration for renewal of Initial Term, or for an appointment With Tenure, This automatic deferral does not, however, preclude the academic staff member from applying for consideration for renewal of Initial Term or for an appointment With Tenure according to the original timelines, applying for early consideration, or being eligible for subsequent deferrals.

3.2.3 Instructor: School Criteria for Appointment and Promotion

- .1 For appointment as an Instructor in the Haskayne School of Business, an individual will possess demonstrated superior ability or potential in teaching, sufficient professional experience to relate well with students in a professional school, and normally possesses an advanced degree.

- .2
- a) the nature and extent of the teaching and related professional duties are decided by mutual agreement between the Instructor, the Area Chair and the Dean, and shall be incorporated within the letter of appointment; These duties shall not include the supervision of graduate students and will not normally include research beyond the scholarship required to maintain currency in the field.
 - b) the evaluation of the individual Instructor for merit increments or re-appointment shall be based upon evaluation of the individual's performance in the assigned duties, as contained in the letter of appointment.
 - c) when a subsequent appointment is being considered for an academic appointee holding an appointment as an Instructor the Dean shall refer the matter to the School's Promotions Committee, which shall advise the Dean on whether the subsequent appointment should be at the Instructor or Senior Instructor level. The Committee will make its recommendation based on the requirements of the rank, the career history of the applicant, and the recommendation of the Vice Dean.
- .3 For appointment or promotion to the rank of Senior Instructor in the Haskayne School of Business, the individual will normally:
- a) possess a doctoral degree or equivalent in an appropriate discipline, or have provided significant strategic or administrative service to the School.
 - b) provide evidence of past teaching effectiveness in a professional faculty. This evidence is an essential requirement for the rank of Senior Instructor. Such evidence will take the form of:
 - (i) for those individuals already a member of the University, complete evaluations of teaching effectiveness for all courses taught as part of their assigned load in the Haskayne School of Business;
 - (ii) for those persons joining the School from another institution, it is expected that the individual will furnish past teaching evaluations and letters of reference where possible;
 - (iii) teaching materials developed wholly or partially by the individual. Such materials might include, but are not restricted to unpublished case studies, computer simulations, textbooks, teaching notes, web-based instructional materials; and,
 - (iv) any other evidence the individual may deem

relevant;

- c) provide evidence that the individual has engaged in a level of scholarship required to maintain currency in the field. "Currency in the field" is demonstrated by a program of scholarly activities as listed in the Blue Book, Section 3.2.7.2; and
 - d) provide evidence that the individual is an effective servitor and that he/she is likely to continue to make meaningful contributions to the School, the University and community.
- .4 Promotion from Instructor to Senior Instructor in the Haskayne School of Business involves a decision separate from that related to initial term and "with tenure" appointments. Individuals can normally expect to serve a minimum of five (5) years as Instructor prior to being considered for promotion to Senior Instructor. Individuals whose performance has been outstanding may be promoted more rapidly; those who have failed to realise their potential as quickly as anticipated can expect promotion to be delayed.

3.2.4 Assistant Professor: The School's Criteria for Appointment and Promotion

- .1 For appointment to the rank of Assistant Professor in the Haskayne School of Business, the individual will normally:
- a) possess, or be nearing completion of, a doctoral degree or equivalent in management or a related field;
 - b) demonstrate the desire and the potential to be a teacher in a professional faculty. Such evidence will take the form of:
 - (i) teaching evaluations/letters of reference from other academic institutions where the individual has been employed;
 - (ii) successful completion of teacher training programs at the graduate level;
 - (iii) teaching materials developed wholly or partially by the individual. Such materials might include, but are not restricted to, case studies, computer games, programmed learning texts and teaching notes;
 - (iv) a presentation to the Haskayne School of Business on a subject of interest to the individual; and,
 - (v) any other evidence the individual may deem relevant.

- c) provide evidence of past and/or potential excellence in scholarship appropriate to the mission and goals of the Haskayne School of Business. Such evidence will normally take the form of:
 - (i) a statement of the individual's primary area of scholarly interest and anticipated scholarly activities for the next year;
 - (ii) a presentation to Faculty members of scholarly accomplishments of the individual;
 - (iii) written scholarly works of the individual;
 - (iv) presentations made by the individual to an academic or professional group in the field of scholarly interest of the individual; and,
 - (v) any other evidence the individual may deem relevant.

.2 Individuals appointed for an initial term of four (4) years will be considered for a renewal of the initial term appointment in their third year. Renewals will be for a period of two (2) years. Renewal decisions will be based on a critical assessment of the past contributions and future potential of the individual in order to determine whether or not the individual has a reasonable chance of obtaining an appointment "with tenure"

.3 The granting of a renewal of an initial term appointment indicates that there is a reasonable probability that the individual will be able to apply successfully for an appointment "with tenure" at a later date. However, in itself a renewal is neither a guarantee nor evidence of satisfactory performance for the purpose of the decision regarding appointment "with tenure".

3.2.5 Associate Professor: The School's Criteria for Appointment and Promotion

- .1 For appointment or promotion to the rank of Associate Professor in the Haskayne School of Business, the individual will normally:
 - a) possess a doctoral degree or equivalent in management or related field;
 - b) provide evidence of past teaching effectiveness in a professional faculty. This evidence is an essential requirement for the rank of Associate Professor. Such evidence will take the form of:
 - (i) for those individuals already a member of the University, complete evaluations of teaching effectiveness for all courses taught as part of their assigned load in the Haskayne School of Business;
 - (ii) for those persons joining the School from another

- institution, it is expected that the individual will furnish past teaching evaluations and letters of reference where possible;
 - (iii) teaching materials developed wholly or partially by the individual. Such materials might include, but are not restricted to case studies, computer simulations, textbooks, teaching notes, web-based instructional materials; and,
 - (iv) any other evidence the individual may deem relevant; and,
- c) provide evidence that the individual is a sound scholar and that he/she is likely to continue to make meaningful contributions to his/her field. Generally, such evidence will take the form of:
- (i) publications in recognised, refereed journals of management or related fields;
 - (ii) presentations to academic or professional groups;
 - (iii) research grants and contracts;
 - (iv) evidence from informed peers; and,
 - (v) any other evidence the individual may deem relevant. In this regard, such scholarly works as books, research monographs, working papers, manuscripts submitted for publication and refereed cases, will be of particular interest.
- .2 Promotion from Assistant to Associate Professor in the Haskayne School of Business involves a decision separate from that related to appointment. Individuals can normally expect to serve five (5) years as Assistant Professor prior to being considered for promotion to Associate Professor. Individuals whose performance has been outstanding may be promoted more rapidly; those who have failed to realise their potential as quickly as anticipated can expect promotion to be delayed.

3.2.6 Professor: The School's Checklist for Appointment and Promotion Request:

- .1 For appointment or promotion to the rank of Professor in the Haskayne School of Business, the individual will:
- a) provide strong evidence of scholarship which demonstrates that he/she has made a substantial contribution to advancing practice and theory in some field of management and has developed a national or international reputation for scholarship in his or her discipline. In evaluating evidence submitted in this regard, emphasis will be placed on evaluating the quality of the individual's record of scholarship. At the same time, it is expected that the quantity of scholarship will be

significantly greater than that required for appointment or promotion to the rank of Associate Professor. The specific evidence required will take the form of:

- (i) a superior record of publication in recognised, refereed journals of management or related fields;
 - (ii) a superior record of presentations to academic or professional groups;
 - (iii) appointments or positions which indicate that the individual is recognised by the scholarly community as a leader in the field. Such evidence might include, but is not restricted to, appointments on editorial review/advisory boards of recognised journals, executive positions in scholarly associations and awards of academic distinction;
 - (iv) research grants and contracts;
 - (v) evidence from informed peers within and without the University. This will involve a minimum of three (3) external references from leading scholars or other outstanding individuals attesting that the individual in question is, in their opinion, a distinguished scholar and worthy of promotion to the rank of professor; unless inappropriate, the referees should include eminent Canadian scholars; and,
 - (vi) any other evidence that the individual may deem relevant. In this regard, such scholarly works as books, research monographs, and refereed cases will be of particular interest.
- b) provide evidence of continued teaching effectiveness. Such evidence will take the form of:
- (i) complete evaluations of teaching effectiveness for all courses taught as part of their assigned load during the last five years at the University of Calgary or elsewhere;
 - (ii) in the case of individuals appointed from another institution, it is expected that the individual will furnish past teaching evaluations and letters of reference;
 - (iii) teaching materials developed wholly or partially by the individual. Such materials might include, but are not restricted to case studies, computer simulations, web-based instructional materials, textbooks and teaching notes; and,
 - (iv) any other evidence the individual may deem relevant.
- c) provide evidence that the individual is an effective servitor

and that he/she is likely to continue to make meaningful contributions to the School, the University of Calgary and the community.

- .2 Providing information based on the list of requirements in section 3.2.6 is intended to help the external reviewers and the members of the faculty's and University's Promotion Committees determine whether the applicant has met the APT standard that "in the opinion of colleagues, within the University and beyond, [he or she is] outstanding in their discipline." Whether the applicant achieves promotion is based on how other scholars, internal and external, assess the evidence.
- .3 Individuals appointed to the rank of Professor who join the Haskayne School of Business from another institution may be offered an appointment "with tenure" upon joining the School. In other instances such individuals will be offered a four year initial term contract. During this period, they may be considered for an appointment "with tenure".

3.2.7 For an appointment "with tenure" at the rank of Instructor or Senior Instructor in the Haskayne School of Business, the individual will:

- .1 provide evidence of past teaching effectiveness and innovation. This evidence is an essential requirement for appointment "with tenure". Such evidence will take the form of:
 - (a) complete evaluations (all questions on the USRI forms) of teaching effectiveness for all courses taught as part of their assigned load in the Haskayne School of Business. Appointment "with tenure" will not be considered for persons supplying complete evaluations for less than a two-year period. Teaching evaluations must show a pattern of sustained excellence.
 - (b) a dossier detailing other relevant aspects of their teaching performance, including, but not limited to: a description of innovations in content, delivery and/or pedagogy and evidence of the effectiveness of these innovations; a summary of teaching-related duties such as course design or redesign, multi-section coordination, curriculum development, etc.; and teaching awards from the School, University or profession. The candidate may also discuss the teaching context, including any constraints imposed by the assignment of duties.
 - (c) where requested by either the candidate or the Haskayne School of Business, two or more separate written reports from adjudicators who have observed the candidate's teaching in the classroom or his/her public presentation of a lesson plan with documentation of goals and objectives.

If such reports are requested by either the candidate or the Haskayne School of Business, the adjudicators shall be chosen by the Associate Dean (Research). One adjudicator shall be either an Area Chair or Department or Program Head, and the other(s) shall be chosen from a list of at least three University of Calgary colleagues proposed by the candidate.

(d) any other evidence the individual may deem relevant.

.2 provide evidence that the individual has developed a coherent program of scholarship to retain currency in the field and is likely to continue to pursue such a program. Such evidence will take the form of meeting or exceeding each of the following three requirements:

(a) a record of peer-reviewed publication in the previous five years. Both mainstream management journals and those focused on management education and teaching will be considered appropriate in meeting this requirement; it is explicitly recognized that such peer-reviewed publications may include cases, teaching notes and other forms of publication appropriate to the teaching focus of this career stream. Given the key role of dissemination of knowledge in our mission, authorship or co-authorship of a textbook published by a reputable, arm's-length, established publisher and widely used outside the Haskayne School of Business will also be considered eligible in meeting this requirement.

(b) evidence of attendance at a minimum of one management- or teaching-related conference or workshop in the previous three years;

(c) other activities such as unpublished cases, research grants, publications in professional newsletters or similar publications, contributions to textbooks, training manuals for professions or accrediting bodies, teaching aids to accompany textbooks, etc. Any other evidence the individual may deem relevant to scholarship may also be submitted.

.3 provide evidence that the individual is an effective servitor and that he/she is likely to continue to make meaningful contributions to the School and the University. In the case of Senior Instructors this will normally include service in a senior administrative or strategic role or an equivalent portfolio of service activities.

3.2.8 For an appointment "with tenure" at the rank of Assistant Professor,

Associate Professor, or Professor in the Haskayne School of Business, the individual will:

- .1 provide evidence of past teaching effectiveness. This evidence is an essential requirement for an appointment "with tenure". Such evidence will take the form of:
 - (a) complete evaluations of teaching effectiveness for all courses taught as part of their assigned load in the Haskayne School of Business. Appointment "with tenure" will not be considered for persons supplying complete evaluations for less than a two-year period;
 - (b) teaching materials developed wholly or partially by the individual. Such materials might include, but are not restricted to, case studies, computer simulations, web-based instructional materials, textbooks and teaching notes; and,
 - (c) any other evidence the individual may deem relevant.
- .2 provide evidence that the individual has (1) developed a coherent program of research that will lead to meaningful contributions to the knowledge, understanding, and practice of management, (2) that significant progress has been made in the execution of that program, and (3) that he/she is likely to continue to make meaningful contributions to his/her field. Generally, it is expected that evidence of such scholarship will take the form of:
 - (a) publications in recognised refereed journals of management or related fields;
 - (b) presentations to academic or professional groups;
 - (c) research grants or contracts;
 - (d) evidence from informed peers which must include at least three referees external to the University of Calgary; and,
 - (e) any other evidence the individual may deem relevant. In this regard, working papers and manuscripts submitted for publication will be of particular interest.
- .3 Provide evidence that the individual is an effective servitor and that he/she is likely to continue to make meaningful contributions to the School, the University and community.

3.2.9 In evaluating the research records for appointments with tenure of Associate and Full professors who have previously taught at other universities, the normal expectation will be that at least one journal article and two paper presentations will have been prepared and accepted while at The University of Calgary. This however, should not be construed as a minimum career performance necessary for tenure.

- 3.2.10 Tenure may be granted upon appointment provided it is so recommended by the Academic Appointment Review Committee or by an Academic Selection Committee after specifically applying the appropriate criteria.

3.3 Denial of Promotion to Associate or Full Professor

When the University's General Promotions Committee is likely to recommend a denial of promotion to Associate or Full Professor, the applicant and the Dean shall be given one week to respond to the Chair of GPC and invited to discuss the original recommendation (GPC 2.7.1)

4. PROCEDURES FOR SELECTION AND APPOINTMENT

Section 4 of the APT Manual on "Procedures for Selection and Appointment" applies. In addition, the Haskayne School of Business employs the following procedures.

4.1 Selection Committees in the Haskayne School of Business

- 4.1.1 Each Area (defined as all Continuing, Limited Term, and Contingent Term academic appointees assigned to a group representing a designated academic discipline within the School) has its own selection committee. Only continuing, limited term, and contingent term appointees may serve on selection committees. The Area's Chair or delegate is the Chair of this selection committee. This selection committee reviews all applicants based on the Area's and School's needs.
- 4.1.2 The Committee is responsible for selecting two outside, voting representatives to sit on this committee. They must be full-time, continuing academic appointees. One must be a faculty member at The University of Calgary who is not in the Haskayne School of Business. The second must be from an Area in the Haskayne School of Business other than the area involved. It is up to each Area to notify the Dean's Office who these representatives are by September 1 of each year. It is the responsibility of the Area Chair or the Chair of the Area Recruiting Committee to notify the external members whenever a recruiting meeting is held in the Area. The external members should be involved as soon as the Area is authorised to recruit. Typically, this will be at the first meeting of the Selection Committee.
- 4.1.3 So as to ensure the opportunities for other Areas to have input into an individual Area's selection process, each Area Chair must notify the other Area Chairs as well as the Associate Deans of their Selection Committee meetings. They must be invited to attend selection committee meetings but they may not vote.
- 4.1.4 If the Selection Committee is not the whole Area, the Area must meet

and decide what recommendation is to be carried forward to the Dean's Office. Voting is restricted to faculty on continuing, limited term, and contingent term academic appointments.

- 4.1.5 Both genders shall be represented on the Selection Committee.
- 4.1.6 A quorum at all Selection Committee meetings shall first, be a simple majority of all committee members and second, a majority of continuing academic appointees from the Area among those in attendance at a meeting.
- 4.1.7 All members of the Selection Committee and the Area will be given a copy of these guidelines prior to the commencement of the recruitment and selection process.

4.2 Recruitment and Selection Procedures

Given that the Haskayne School of Business is a large non-departmentalised School, it is difficult to have a single selection committee review all applicants. Hence, the following procedure is followed.

- 4.2.1 The recruitment of potential appointees is the collective responsibility of all members of the Haskayne School of Business. It is expected that recruiting will be actively pursued by Area Chairs and the Office of the Dean in accordance with a School Staffing Plan. The Staffing Plan is developed by the Vice Dean based on The School's needs and priorities. It is subsequently approved by the Dean.
- 4.2.2 The Selection Committee for each area authorised by the Dean to recruit develops a short list of candidates to be invited for an interview.
- 4.2.3 When candidates have been interviewed and the Area has determined which candidate(s) it wishes to recommend to the Dean for appointment, the Area Chair will communicate this to the Dean's Office. In this communication, the Area Chair will also indicate if the external representative has been present at all recruiting selection meetings and if not what procedures were taken to ensure that all procedures were fair.
- 4.2.4 It is the external member's responsibility to indicate to the Dean's Office if he/she feels there were any incorrect or unfair procedures.
- 4.2.5 The Selection Committee is responsible for the solicitation of confidential written references (normally three are required) for all short-listed candidates commenting on factors relevant to the position. These must be current, and directed to the Chair of the Selection Committee or to an appropriate member of the Administration of the School.

- 4.2.6 The Selection committee must determine candidates' suitability for the position based on relevant criteria and qualifications, and must develop a mechanism to review feedback and give it appropriate weight.

4.3. Extraordinary Procedures for Expedited Spousal Hiring

- 4.3.1 In situations where an Area of the Haskayne School of Business, or a Department or Faculty outside of the Haskayne School of Business (the Home Unit), wishes to make an offer to an individual (Primary Spouse) who has a spouse (Secondary Spouse) who might be qualified for a position in another Area of the Haskayne School of Business (the Destination Area), or to make an employment offer to the spouse of an existing Limited Term, Contingent Term or Continuing Academic Staff member for retention purposes the following procedures apply as per University APT Section 4.8.

- 4.3.1.1 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 spouse who currently holds a special limited term position under Section 4.8.12 of the University APT, or
- c) the Primary Spouse currently holds a Limited Term, Contingent Term or Continuing academic staff appointment.

- 4.3.1.2 In cases where time constraints or other circumstances do not permit the use of the extraordinary procedures set forth below, the Secondary Spouse may be offered a special Limited Term appointment for a non-renewable one-year term without satisfying the normal advertising and selection requirements. During or immediately following the non-renewable one-year term the Dean may initiate the extraordinary procedures for expedited spousal hiring. The Secondary Spouse may also be considered as a candidate for any position that may become available through the normal selection and appointment procedures of the School.

- 4.3.2 These Procedures shall be invoked only by the mutual agreement of the Deans of the Home and Destination Faculties, or with the approval of the HSB Dean in cases where both spouses are proposed to be hired within the Haskayne School of Business.

- 4.3.3 The Committee used in the Expedited Spousal Hiring Process shall be the Academic Selection Committee of the Destination Area, as established in Section 4.1 of this manual, with the addition of a non-voting Faculty Association representative who shall be required for quorum.
- 4.3.4 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 as outlined in this manual and University APT. This memo will be accompanied by a CV provided by the Secondary Spouse.
- 4.3.5 The Dean shall also notify the Committee of: (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 implications this hiring would have with respect to other hiring in the Destination Area's future—specifically whether this hiring would count as regular hiring or whether it would be considered to be in addition to and outside the Destinations Area's hiring agenda.
- 4.3.6 It is 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, 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 Area, for review in the Destination Unit's administrative office for no less than five work days. It is understood that the publications may be photocopied or reproduced by the Area concerned and circulated as a means of expediting the diffusion of relevant information
- 4.3.7 The Dean shall arrange, not at the expense of the Destination Area, for at least one professional presentation to the Destination Area by the Secondary Spouse and shall provide opportunities for informal meetings with interested members of the Destination Area 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.
- 4.3.8 Following the presentation to the Destination Area, the Area Chair of the Destination Area shall solicit comments from all members of the Area. The members of the Area shall be given at least five work days to provide such comments to the Area Chair. The Area Chair shall provide these comments to the Committee.
- 4.3.9 As soon as possible after the provisions of 4.3.6, 4.3.7 and 4.3.8 have been carried out, the Dean shall convene a meeting of the Committee to consider the proposed hiring.

5. APPOINTMENT REVIEW AND RENEWAL

5.1 Responsibilities of the Associate Dean (Research) (as Department Head)

- 5.1.1 In the case of an individual requesting renewal to an initial term contract, the Associate Dean (Research) shall solicit the

recommendation of the individual's Area Chair. No outside referees will be consulted.

- .1 In the case where an Assistant Professor is requesting a renewal, and the Area Chair is supportive, the Associate Dean (Research), with the concurrence of the applicant, may directly forward a positive recommendation to the Dean.

5.1.2 In every case relating to an appointment "with tenure", the Associate Dean (Research), serving as the Head, shall provide a recommendation to the Dean which shall be based on the following:

- .1 a confidential recommendation from a subcommittee of three members of the Haskayne School of Business who have assessed the quality of teaching, research and service provided by the individual. The subcommittee shall be comprised of the Area Chair plus two other senior members of faculty, at least one of whom must be from outside the individual's Area. The subcommittee for each individual applicant is appointed by the Associate Dean (Research) in consultation with the individual's Area Chair; and,
- .2 signed, written advice from a minimum of three (3) outside referees within the discipline as specified in section 6.3. All letters of advice will be maintained in the applicant's tenure file and are confidential to the Academic Appointment Review Committee.
- .3 any advice obtained from tenured staff of the School and tenured staff outside the School who have direct knowledge of the applicant's work. The Associate Dean (Research) shall solicit written advice about the applicant from the tenured staff of the School and shall make the applicant's c.v. and relevant research/publication materials available for inspection for a period of no less than two weeks to everyone whose advice is solicited. The applicant will have an opportunity to suggest who outside the School should be consulted for written advice in addition to any solicitation initiated by the Associate Dean (Research). The Associate Dean (Research) will provide the applicant with a list of all those whose advice was sought.

5.1.3 The Associate Dean (Research) shall provide the individual with a copy of his/her assessment and recommendation by April 15 and discuss this with the applicant. This assessment will include a fair summary of the advice received from all parties solicited. Following this discussion the Associate Dean (Research) may revise the assessment and/or recommendation. The applicant must receive a copy of any revisions at least one week before May 1.

5.1.4 By May 1, the Associate Dean (Research) shall forward the completed

assessment and recommendation to the Dean, who shall forward it to the Academic Appointment Review Committee.

5.2 The Academic Appointment Review Committee of the Haskayne School of Business is composed of:

5.2.1 The Dean of the School (AARC Chair) or delegate (who shall not be the person performing the functions of the Head);

5.2.2 Four tenured academic appointees nominated and elected by the Haskayne School of Business Council, at least one of whom must be from outside the School and none of whom may hold an administrative appointment in the Haskayne School of Business. Elected members shall serve two year terms and elections shall be staggered so that two members of the committee will be replaced each year;

5.2.3 Up to two tenured academic appointees appointed by the Dean;

5.2.4 An academic appointee selected by The University of Calgary Faculty Association, who shall be present as a participating but non-voting member of the Committee;

One non-voting student representative (selected by a process determined by the School's Council) who shall be present as a participating but non-voting member of the Committee The Dean (or delegate) will select one student from the list of undergraduate and graduate members of the School's Council to serve at each morning or afternoon session of the committee or all the committee deliberations. Attendance of the student member is not mandatory for the deliberations to proceed. The student member of the Committee must be informed by the Committee Chair or delegate about the confidentiality requirement, conduct involving conflict of interest, and the need to abstain if a matter arises for which the student has not had the opportunity to become sufficiently familiar with the documentation.

5.2.5 ;

5.2.6 The Associate Dean (Research), acting as Head (non voting);

5.2.7 Both genders shall be represented as voting academic staff members of the Committee.

5.2.8 At least one voting member of the committee must be a tenured senior instructor whenever a tenure case involving an instructor-stream individual is under consideration.

5.2.9 All candidates shall be informed of the composition of the Committee and may make recommendations to the Chair regarding possible changes.

5.2.10 The Dean's secretary shall be present only to record minutes of the meeting and shall neither vote nor participate

5.3 Responsibilities of the Academic Appointment Review Committee

- 5.3.1 The Academic Appointment Review Committee is advisory to the Dean.
- 5.3.2 In every case relating to an appointment "with tenure" or renewal of an appointment as an Associate Professor or Professor, the Dean shall forward the recommendation of the Associate Dean (Research) to the Academic Appointment Review Committee for advice.
- 5.3.3 When an Assistant Professor has been recommended for a two year renewal of an Initial Term appointment by the Associate Dean (Research), the Dean, if the academic appointee concurs, may forward this recommendation to the Provost and Vice-President (Academic) without reference to the Academic Appointment Review Committee (APT 5.6.10)
- 5.3.4 Whenever it appears that the Academic Appointment Review Committee is likely to make a recommendation which is less favourable than the recommendation sought by the individual, the Chair shall call a recess and shall inform the individual in writing, with a copy to members of the Academic Appointment Review Committee, of the deficiencies identified by the Committee, including the substance of adverse comments made by the referees. (APT 5.7.5.5)
- 5.3.5 The individual and the Associate Dean (Research) shall have one week from receipt of the Chair's letter to respond in writing to the Chair. The academic appointee and the Associate Dean (Research) shall be invited to appear together before the Committee at the next meeting. (APT 5.7.5.6). Neither the Associate Dean (Research) nor the applicant shall be present during any of the deliberations of the Committee following these presentations.
- 5.3.6 An individual, in attendance with respect to consideration under the above section, may be accompanied by an advisor, who shall be a continuing member of the academic staff. At least one day prior to meeting with the Committee, the individual shall inform the Chair of the name of the advisor. (APT 5.7.5.7)
- 5.3.7 Section 5.7.6 of University APT governs the matter of Recommendations. Upon completion of its deliberations, the Committee shall promptly recommend to the Dean whether a continuing appointment should be offered to the individual academic appointee, noting that the recommendation from the Dean to the Provost and Vice-President (Academic) must be one of the following:
- .1 in the case of an individual seeking renewal of an initial term appointment either:
 - a) the initial term appointment be renewed; or

- b) the appointment be allowed to lapse on the termination date stipulated in the appointment.

.2 in the case of an academic appointee seeking appointment with tenure either:

- a) the appointment be continued, with tenure;
- b) the initial term appointment be extended for one year;
- c) the appointment be allowed to lapse on the termination date stipulated in the appointment.

5.3.8 A faculty member may apply for tenure no more than twice. In the event that an extension is offered rather than tenure, this reconsideration will be considered a second application. Individuals applying for early consideration who are not granted tenure but are granted continuation according to the normal schedule, will not be eligible for an extension

5.3.9 Upon receipt of the Committee's report and recommendation, the Dean shall make a recommendation as soon as possible and forward it to the President through the Provost and Vice-President (Academic) by September 1. The individual shall be notified in writing by the Dean of the recommendation of the Committee and the recommendation of the Dean by the same date. In the case of denial of an appointment "with tenure", the individual shall be informed in writing of the decision and shall be provided with specific reasons including the essence of any critical comments provided by external referees.

5.4 Further information on appointment with tenure is available in the APT Manual.

5.5 Appeals

5.5.1 The individual shall have the right to appeal any recommendation of the Dean to the President provided he/she sends his/her appeal and the grounds thereof in writing to reach the President by September 15. The hearing of an appeal from a recommendation of the Dean is a delegable function of the President. The Appointments Appeal Committee must make a decision on the substance of the case and so advise the President. The result of the appeal shall be communicated to the individual, the Dean, and the Head (if applicable) by November 15. (See APT Section 5.9.10).

6. ASSESSMENT AND PROMOTION

6.1 Composition of the Haskayne School of Business Promotion Committee

The HSBPC is a Dean's advisory committee composed of the following members:

- 6.1.1 The Dean of the School (Promotion Committee Chair) or delegate who shall not be the person performing the functions of the Head;
- 6.1.2 Four tenured academic appointees, nominated and elected by the Haskayne School of Business Council, at least one of whom must be from outside the School and none of whom may hold an administrative appointment in the Haskayne School of Business. Elected members shall serve two year terms and elections shall be staggered so that two members of the committee will be replaced each year;
- 6.1.3 Up to two tenured academic appointees appointed by the Dean;
- 6.1.4 An academic appointee selected by The University of Calgary Faculty Association, who shall be present as a participating but non-voting member of the Committee;
- 6.1.5 One tenured full professor and one alternate nominated and elected by the Haskayne School of Business Council, and one tenured full professor and one alternate appointed by the Dean. These members shall be present and vote only in cases where a promotion to full professor is to be considered and where, without their presence, the majority of voting members would not be full professors.
- 6.1.6 One student representative who shall be present as a voting member of the Committee. The Dean (or delegate) will select one student from the list of undergraduate and graduate members of the School's Council to serve at each morning or afternoon session of the committee or all the committee deliberations. Attendance of the student member is not mandatory for the deliberations to proceed. The student member of the Committee must be informed by the Committee Chair or delegate about the confidentiality requirement, conduct involving conflict of interest, and the need to abstain if a matter arises for which the student has not had the opportunity to become sufficiently familiar with the documentation.
- 6.1.7 The Associate Dean (Research), acting as Head (non-voting);
- 6.1.8 Both genders shall be represented as voting academic staff members of the Committee.
- 6.1.9 At least one voting member of the committee must be a tenured senior instructor whenever a promotion case involving an instructor-stream individual is under consideration.
- 6.1.10 All candidates shall be informed of the composition of the Committee and may make recommendations to the Chair regarding possible changes.

- 6.1.11 Quorum: In accordance with University APT6.4.9 , the quorum for the School's Promotions Committee shall be 51% of voting members including the Dean or other member who votes only to break a tie The non-voting Faculty Association member shall be present at all meetings of the School's Promotions Committee or equivalent.
- 6.1.12 The Dean's secretary shall be present only to record minutes of the meeting and shall neither vote nor participate.

6.2 Procedures for Promotion

- 6.2.1 An individual seeking promotion should apply in writing stating his/her case to the Associate Dean (Research), serving as Head, by October 15 of the year prior to the year when promotion is desired.
- 6.2.2 The Associate Dean (Research) will make a recommendation to the School's Promotions Committee following criteria previously described. The Associate Dean (Research) may formally seek advice from the individual's Area Chair before making a recommendation.
- 6.2.3 The Associate Dean (Research) shall provide the individual with a copy of his/her recommendation at least one week prior to the meeting of The School's Promotions Committee where the individual's case shall be considered. The individual may submit a statement to The School's Promotions Committee commenting on the Associate Dean (Research)'s recommendation.
- 6.2.4 Any individual may appeal a negative promotion recommendation by the Associate Dean (Research) in his/her case to the School's Promotions Committee. Such an appeal and the grounds thereof should be in writing to the Dean.
- 6.2.5 Recommendations from the FPC concerning promotion can be modified by the Dean. If the Dean modifies the recommendation of the School's Promotions Committee, the Dean shall so advise the General Promotions Committee, the School's Promotions Committee, the Head, and the academic appointee in writing, specifying the change and giving the reason for such action.
- 6.2.6 All promotions to Professor must be recommended by the Dean to the General Promotions Committee which, in turn, will recommend to the President.
- 6.2.7 Every individual must be informed in writing at least one week before the appeal deadline of the General Promotions Committee of the recommendation being carried forward to General Promotions Committee by the Dean. Any member of the School denied promotion may initiate a formal appeal; such an appeal and the grounds thereof should be in writing to the Chair of the General Promotions

Committee.

- 6.2.8 Once the President has made his/her decisions, he/she will instruct the Dean to inform individual faculty members of the decision. The decision of the President is final.
- 6.2.9 Promotions usually take effect on July 1.

6.3 Selecting Outside Referees

- 6.3.1 Referees external to the University are required for all tenure decisions at the rank of Assistant, Associate and Full Professor, and for promotion to Full Professor. Referees external to the School are required for all tenure decisions at the rank of Senior Instructor.
- 6.3.2 The Haskayne School of Business does not require outside referees for consideration of promotion from Assistant to Associate Professor or from Instructor to Senior Instructor.
- 6.3.3 Per APT 3.8.6, the School follows 6.10.1.a,i in the GPC Manual with the following additions:
- .1 The Associate Dean (Research) prepares a list of possible names for the Dean consisting of:
 - a) up to three names supplied by the candidate;
 - b) three to five names supplied by the Area Chair;
 - c) additional names, if needed, generated in consultation (as required) with others in the discipline;
 - d) brief information regarding the suitability of each proposed referee.
 - e) the candidate, and the Area Chair, each must briefly describe the relationship of the candidate or current and former members of the area at the Haskayne School to the suggested external reviewer. Every attempt must be made to avoid actual or perceived conflict of interest, and in disclosing any relationships that might affect the independence of the review process.
 - .2 The Dean may add additional names as appropriate;
 - .3 The Dean selects up to six names, not more than one of which may be from the candidate's list.
 - a) A sufficient number of names on the resulting list are contacted for references.
 - b) The specific assessment prepared by external referees shall be confidential to the Review Committee.

6.4 Merit Assessment Procedures

These are described in detail in Haskayne School of Business Guidelines for the Allocation of Merit Increments.

6.5 Assessment of Adjunct Professors

Adjunct professors at all ranks are offered letters of appointment that specify their duties and contain a limited term. Each such appointment will be reviewed prior to its expiry date to determine if the expectations of the original agreement have

been met and whether the current School and University environment warrants continuation of such an appointment.