



CRITERIA FOR APPOINTMENT, PROMOTION, MERIT INCREMENT AND TENURE OF FULL-TIME FACULTY

(Approved December 2008)

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CRITERIA FOR APPOINTMENT, PROMOTION, MERIT INCREMENT AND TENURE OF FULL-TIME FACULTY

SECTION A: APPOINTMENT

- A.1 To be considered for appointment in the Faculty of Medicine a candidate shall normally hold either a Ph.D. or M.D. (or its equivalent) or both. Under exceptional circumstances, individuals holding other terminal degrees will be considered for appointment.
- A.2 Appointments to the Faculty of Medicine require the recommendation of the Department Head and the Dean. Recruitment and appointment shall respond to the needs of the Faculty, as identified by the Planning and Priorities Committee and major standing committees, Associate Deans, and affiliated institutions. Normally, vacant positions will be advertised in appropriate journals/media.
- A.3 Candidates will be selected in accordance with the Faculty's Academic Selection Procedures.
- A.4 Recommendations for appointment require a letter of offer from the Head of a Department acceptable to both the candidate and the Dean, as well as the affiliated institution, where appropriate. Three supportive letters of reference and a current curriculum vitae must be provided for new appointees. More detailed information is contained in the "Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff" of the University of Calgary.
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SECTION B: EVALUATION OF PERFORMANCE

- B.1 All three areas of academic activity, education, research and service, the latter to include administrative and clinical activities, demand careful consideration. An acceptable level of performance shall normally include clearly demonstrated contributions in at least two of these areas. Evaluation of a non-tenured faculty member's performance shall be based upon material in a report, submitted annually to the Department Head(s), and satisfactory written plans for continued career development established between the individual and the Department Head(s). Thus, all academic staff holding a tenure track (initial term or renewal), limited term or contingent term appointment must submit an academic performance report in the intervening year. For academic staff holding a tenure track (initial term or renewal), limited term or contingent term appointment, the Department Head will provide written comments regarding the performance and career progress in the interim year of the two-year assessment cycle. This information will be shared in person with the faculty member. The wording may be appealed to FPC and GPC. If there is no appeal, the Head's comments will be placed on the

personnel file (i.e. not reviewed by FPC, Dean or GPC). For all Continuing (tenure and Initial term) faculty members the term 'regular assessment' is defined as a formal assessment on a biennial basis. The assessment will be based on the biennial academic performance report. The decision to meet with tenured faculty in the interim year of the two-year assessment cycle will be at the discretion of the Department Head, or at the request of the faculty member. (APT 6.1.4 and 6.1.5)

Failure to meet an acceptable level of performance constitutes unsatisfactory performance. Unsatisfactory performance may also arise where the staff member performs assigned duties incompetently or significantly below average for the rank held; when no particular effort is given to activities such that the staff member's professional development has ceased; where unethical practices are noted and/or where the clinical practice of the staff member with such responsibilities is determined to be substandard. Recognition of outstanding performance by the Faculty Promotions Committee is discussed in Appendix A.

The plans for continuing career development shall be based on the needs of the Faculty, as defined by its overall objectives, the needs of the department and the professional development of the individual. If the plans for continued career development involve an affiliated institution, evaluation of performance must include careful consideration of the documented views and findings of that institution. Contributions to other faculties, which may include interdisciplinary collaboration and/or education, will also be considered, especially when the faculty member receives no remuneration for such service.

B.2 Although expectations and responsibilities of individual faculty members will vary, it is essential that the aggregate of the individual's expectations remain compatible with overall Faculty objectives. The Faculty Promotions Committee is expected to offer comments and recommendations to the Dean on the compatibility of individual with overall Faculty of Medicine objectives.

B.3 The allocation of merit increments will be based on careful consideration of the performance of the faculty member documented in Academic Performance Reports. Discussion of an individual merit allocation at the Faculty Promotions Committee must include identification of such documented performances.

Faculty members who commence their appointment between January 1 and March 31 inclusive of an assessment year will normally be assigned a merit increment as per the merit allocated to the Faculty by the University in the merit pool. Faculty members who commence their appointment between April 1 and June 30, inclusive, of an assessment year will not normally be eligible for a merit increment award.

Faculty members who have been on sabbatical leave during an assessment year will be merited on the same basis as other faculty members. Faculty members who have been on a Leave Without Pay will be assigned a merit which has been prorated to exclude the period of time they were absent.

B.4 The criteria for evaluating performance in the three areas of academic activity are:

B.4.1 **Education**

Members of the Faculty of Medicine are expected to become effective educators who contribute to the continuum of the educational mandate, namely the undergraduate, graduate, graduate clinical and continuing medical education programs. It is expected that effectiveness will improve with career development. Careful consideration will be given to the quality of contributions as reflected in creativity and innovation in teaching methodology; program development, maintenance and evaluation; development of and involvement in lectures, seminars and demonstrations; supervision and

examination of students and postdoctoral associates; and consultation and teaching in outreach programs.

"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."

APT 3.2.3, April 2005

The faculty member is expected to provide information concerning teaching contributions on an annual basis to the Department Head (using the Academic Performance Report). In addition, wherever possible, the appropriate Associate Dean will collect information on an individual's teaching performance, such as student evaluations and end-of-course evaluations, and make it available to the Department Head before the assessments are completed. The Clinical Department Head will obtain information about the faculty member's contribution to the clinical clerkship. The Department Head will take into account all available teaching evaluations when completing the assessment.

B.4.1 a) First Order Criteria

i) Leadership in Design or Delivery of Educational Programs:

Direction of a major Education portfolio: e.g., residency program director, graduate science coordinator, continuing medical education and professional development leader for clinical department.

Position of responsibility in the Delivery of Education: e.g., course coordinator, graduate student supervision, continuing medical education course chair.

Invited Educational Presentations at National or International Symposia/Conferences.

Service in a leadership role in Education: e.g., Chair (or equivalent) of Admissions Committee, Student Academic Review Committee, and Curriculum Committee. Leadership role within provincial, national/international organizations, e.g., Chief examiner at the Royal College of Physicians and Surgeons of Canada, initiating national programs in health care or education., accreditation service in CFPC.

ii) Quality and Quantity of Teaching Contributions:

Particularly valued will be leaders in small group instruction, clinical skills teaching and assessment, remedial instruction, research preceptorship, faculty development , or continuing medical education and professional development courses and workshops, supervision of postdoctoral associates and clinical fellows.

Receipt of educational awards and prizes (internal and external), including awards to students who are supervised by a faculty member.

B.4.1 b) Second Order Criteria

i) Innovation in educational approaches: Demonstration of creativity in establishing new methodologies/approaches to teach students within the undergraduate science

degree program, medical curriculum (undergraduate or postgraduate) or the postgraduate sciences, or continuing medical education and professional development.

ii) Delivery of Educational Programs:

Evaluation of Educational Activities: e.g., test construction, evaluation coordinator, planning group chair.

Service in Education: e.g., membership on Admissions Committee, Student Academic Review Committee, Curriculum Committee and graduate education committees; clerkship director, external examiner on a thesis examination at another institution; examiner for specialty certification at the Royal College of Physicians and Surgeons of Canada; membership on supervisory committees.

Invited Educational Presentations at Regional or Provincial Symposia.

iii) Quality and Quantity of Teaching Contributions:

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

Participation in the assessment of students, for example in candidacy or thesis defence examinations.

iv) Development and Evaluation of Educational Materials and Programs:

Development and Evaluation of Curricular Units: e.g., course, clerkship, laboratory program development including participation in a major revision of a course.

Development and Evaluation of Educational Materials: e.g., learning tools, tutor guides, small group cases, distance learning, computer assisted instruction, core documents, OSCE stations.

Training and Development of Personnel: e.g., standardized patient training, developing faculty and resident educational skills.

v) Mentoring and Advising: e.g., undergraduate and resident advisor, career counseling, supervising.

B.4.2 Research/Scholarship/Creative Activity

It is expected that all faculty will be engaged in scholarly activities, but the extent and nature will vary according to the expectations mutually agreed to with their respective Department Head. Productivity and quality should rise as faculty move through the academic ranks. A junior faculty member might be expected to develop skills in independent research by demonstrating the capability to initiate and maintain innovative research protocols and programs. More senior investigators may receive special merit for their ability to recruit promising students and junior colleagues, and by providing for them an atmosphere which is conducive to the development of distinguished careers in research.

B.4.2 a) First Order Criteria

☞ Peer-Reviewed Publications:

Special consideration is to be given to the quality of the publication, the reputation of the journal and the nature of the authorship.

- ii) **Acquisition of Refereed Grants:**
Grants from provincial, national and international agencies, for example, CIHR, AHFMR, AHFSE, NSERC, SSHRC, NIH, NCIC, ACB, Heart and Stroke Foundation and other agencies that base decisions on peer-review.
- iii) **Invited Presentations at Symposia, National and International Meetings:**
Invited lectures or keynote presentations at local, national or international meetings.
- iv) **Leadership Role in Fostering Research:**
Examples include research coordination and recruitment as an Institute Director or in an Institute or other Faculty leadership role, coordination of multidisciplinary collaborative group grants or equivalent, coordination of conferences or symposia, chair of national or provincial society of research scientists.

B.4.2 b) Second Order Criteria

- i) **Commercialization of Technology:**
Acquisition of patents, licenses with respect to intellectual property, commercialization of technology grants, development of business plans. Emphasis is given to recognition of activities from which the university/faculty will benefit as opposed to individual outside professional activity.
- ii) **Publication of Non-Peer Reviewed Publications:**
Examples include book chapters, invited reviews, "news and views" commentary or "mini" reviews and other non-reviewed scientific publications.
- iii) **Local, National and International Communications:**
Oral or poster presentations at meetings, displays, abstracts.
- iv) **Acquisition of Non-Refereed Grants and Contracts:**
Research funds acquired from agencies and sources which do not use a competitive peer-review process. Special recognition will be given to individuals initiating or administering new clinical trials or coordinating large multi-center trials.
- v) **Participation in Networks and Consortia:**
Examples include membership in interdisciplinary research teams or other consortia.

B.4.3 Service

Service in the Faculty of Medicine encompasses both administration and clinical activities, where appropriate. The degree of involvement will be in accordance with expectations mutually agreed to with the Department Head annually. Evaluation will be based on information received from multiple sources, preferably in writing, by the Department Head.

B.4.3 a) Administration

It is expected that members of faculty, as part of career development, will participate in administrative activities within the University and appropriate affiliated institutions, as well as with local, national and international agencies.

- i) In assessing administrative contributions within the department, faculty, university, and affiliated institutions, special consideration will be given to the quality and extent of the participation as well as the provision of leadership. The following are some examples of relevant contributions in this area of administration.

Local:

- University-wide committees, University Senate;
- Faculty of Medicine committees such as the Admissions Committee, Committee on Research, Graduate Clinical Education Committee, Curriculum Committee, Animal Care Committee, Planning and Priorities Committee, Student Promotions Committee;
- Calgary Health Region committees and important departmental committees;
- Leadership positions: Faculty and/or Regional Department Head; Faculty or Regional Division Head/Chief; Institute Director; Director of a core facility; Conjoint Scientific Review Committee; Conjoint Health Research Ethics Board.

ii) In assessing administrative contributions outside of the department, faculty, university and affiliated institutions, special consideration will be attached to the quality of the participation as well as the provision of leadership and education. The following are examples of relevant contributions in this area of administration.

1. Membership on grant review panels, and ad hoc grant evaluations as external reviewer.
2. Editorships and duties as Associate Editor, as well as review of articles for journals.
3. Provincial, national and international organizations:

Provincial:

Council membership, College of Physicians and Surgeons of Alberta; Board or committee membership, Alberta Medical Association and its specialty societies; Advisory or committee membership, Alberta Health and Wellness; Board or committee membership, related voluntary sector societies such as the Heart and Stroke Foundation, MS Society, Arthritis Society; Board or committee membership, Alberta Cancer Board.

National and International:

Royal College of Physicians and Surgeons of Canada; College of Peer Review for CRC Chairs; College of Family Practice of Canada; Medical Council of Canada; Association of Faculties of Medicine of Canada Canadian Institutes of Health Research; related voluntary sector societies; national and International specialty societies.

4. Service to government agencies.
5. Community service, especially when it supports teaching and research.

B.4.3 b) Clinical Activities

For those faculty with clinical appointments, a high level of performance is expected in each of the following areas.

- i) Clinical practice. Special consideration will be given to the quality of patient care, resource utilization, and the nurturing and role modelling for trainees in medical and para-medical programs.
- ii) Maintenance of competence through demonstrated participation in continuing medical education activities.

- iii) Innovative activities in clinical and support service areas that directly contribute to education and health care research.
- iv) Contributions to institutional total quality and safety programs.

SECTION C: PROMOTION

Performance leading to promotion will be evaluated in these areas:

- education;
- research/scholarship/creative activity; and
- service.

C.1 Promotion to Associate Professor

Promotion to the rank of Assistant Professor and Associate Professor normally will require evidence of meritorious contribution in at least two of the three areas of academic activity. For applicants for promotion to Associate Professor the minimum expectations should include:

- in the area of education - accomplishments in B.4.1 a) ii), b) 2 of 5 criteria;
- in the area of research - accomplishments in: B.4.2 a) i) and ii) and B.4.2 b) iii);
- in the area of service - contributions either inside or outside the University.

To be considered for promotion, the candidate's contributions to education and/or research shall be documented by the Department Head. The Associate Deans must be prepared to offer comment, advice and recommendations.

The Faculty of Medicine wishes to foster excellence in scholarly activity when promotion to the rank of Associate Professor is being considered. The applicant for promotion to Associate Professor will be required to identify his/her five best publications (or equivalent scholarly documents) and to provide copies of each for distribution to the internal reviewers (members of the Faculty Promotions Committee) together with a brief written overview of the importance of each publication and, in multi-author publications, a definition of the role of the applicant in the work. The applicant is required to submit a complete curriculum vitae in the Faculty's standardized c.v. format so that the Faculty Promotions Committee can develop a sense of career development. However, the quality of the five identified publications or equivalent scholarly documents will be a major determinant of eligibility for promotion to Associate Professor in the area of Research/Education.

The candidate is required to provide copies of his/her Education Activities Report in the Faculty's standardized format, including any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations) for distribution to internal reviewers.

C.2 Promotion to Professor

To be considered for promotion to the rank of Professor in the Faculty of Medicine, a faculty member must hold either a PhD or an MD (or its equivalent). As required by the "Manual of Policies and Procedures for the Annual Assessment of Academic Staff (Salary Increments and Promotions) of the University of Calgary", promotion to the rank of Professor requires evidence of national and/or international reputation as a scholar of distinction. Supportive external references must be available. Scholarship in the form of published research in well-refereed publications and supportive external references facilitates confirmation of this reputation. Presentations made to national and international assemblies and meetings, whose programs are deemed to have resulted from rigorous refereeing and evaluation, may also be considered.

The Faculty of Medicine requires written documentation and examples of excellence in prior scholarly activity when promotion to the rank of Professor is being considered. Thus, the applicant for promotion

to Professor will be required to identify her/his ten best publications (or equivalent scholarly documents) and to provide copies of each for distribution to external reviewers, as well as internal reviewers (members of the Faculty Promotions Committee). The applicant will also provide a brief written overview of the importance of each publication and, in multi-author publications, a definition of the role of the applicant in the work. The applicant will also be required to submit a complete curriculum vitae in the Faculty's standardized c.v. format so that the Promotions Committee can develop a sense of career development. The quality of the ten identified publications or equivalent scholarly documents will be a major determinant of eligibility for promotion to Professor in the area of Research/Education.

The applicant must also provide copies of his/her Education Activities Report in the Faculty's standardized format, including any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations), for distribution to internal and external reviewers.

For applicants for promotion to Professor the minimum expectations should include:

- in the area of education - contribution in B.4.1. a) i) and ii) and b) 3 of 5 criteria.
- in the area of research – contributions in B.4.2.a). Emphasis is given to national and international recognition as a scholar.
- in the area of service - contributions both within and outside the University of Calgary.

C.3 External referees

External referees shall be proposed on the basis of their ability to assess critically the quality of the scholarly contributions of a candidate being considered for promotion. Although external referees are chosen because they have the requisite knowledge to judge research quality and impact, they will also be asked to comment on teaching and service contributions as appropriate. External referees will be provided with guidelines – see Appendix C.

External referees shall:

- i) be external to the University of Calgary;
- ii) hold or have held academic rank at the full Professor level; and
- iii) have an "arm's length" relationship with the candidate. This will exclude individuals with whom the candidate has had a recent student/teacher relationship or close research collaborations within the last seven years.

The candidate will propose three names and the Department Head, in consultation with the department, will propose three additional names, at least one of whom shall be an international referee; from these the Dean will select three or more. The Dean may seek additional references. The candidate and Department Head will provide background information about the proposed referees particularly identifying any relationship between the candidate and the referee, as well as the referee's qualifications.

SECTION D: TENURE

Performance leading to tenure will be evaluated in these areas:

- education;
- research/scholarship/creative activity; and
- service.

D.1 In the areas of education, research/scholarship/creative activity and service, candidates for tenure must have made meritorious contributions in the same areas as those required for candidates for promotion to the rank of Associate Professor.

D.2 The applicant for appointment with tenure will be required to provide to the Chair of the Academic Appointment Review Committee relevant research/publication and education materials, including A

- a) a list of his/her five best publications (or equivalent);
- b) a brief written overview of the importance of each publication and, in multi-author publications, a definition of the role of the applicant in the work;
- c) copies of the five selected publications;
- d) copies of his/her Education Activities Report in the Faculty's standardized format; and
- e) any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations).

D.3 Members of the Academic Appointment Review Committee and referees whose advice is sought by either the Chair of the Committee or the candidate's Head will receive copies of D.2. a), b), d) and e). External referees will also receive copies of the five selected publications.

D.4 Department Head

D.4.1 The Department Head of the applicant being considered for appointment with tenure will solicit written advice, using a standardized format, from academic staff at the University of Calgary who will include:

- a) all tenured members of the primary Department;
- b) tenured members of the University who are outside the Department but who have direct knowledge of the applicant's academic work. The latter may include members of the applicant's Institute, Research Group and/or clinical specialty.
- c) the Head of a department in which the applicant holds a joint appointment (this would include the Dean of a Faculty in which the applicant holds a joint appointment, where that Faculty is not departmentalized); and
- d) other members of the University who, in the Head's opinion, have direct knowledge of the applicant's academic work.

The Department Head is not required to seek advice from all the tenured members in the department in which the applicant holds a joint appointment.

- D.4.2 The Head, in soliciting such advice, will provide to every member of the University whose advice is sought:
- a) the candidate's curriculum vitae which will be in the Faculty's standardized format; and
 - b) the research information provided by the applicant which will include the list of the applicant's selected five best publications (or equivalent) and an overview of the importance of each publication, together with, in multi-author publications, a definition of the role of the applicant in the work.
- D.4.3 The Head will make the five selected publications and the Education Activities Report available for inspection to every member of the University whose advice the Head has sought. The referees will have at least two weeks in which to review the material before the deadline set by the Head for receipt of their written advice.
- D.4.4 The Head will seek written suggestions from the applicant of the names of individuals outside the Department who should be consulted.
- D.4.5 The Head will provide the applicant with a list of the individuals whose advice was sought.

D.5 Referees

- D.5.1 The Committee shall seek signed, written advice concerning each candidate from at least five advisors, as follows:
- a) at least three eminent academics from the discipline outside the University, who shall be invited to assess the quality and progress of the appointee's research or professional performance in accordance with the criteria set out in Section 3. The Dean shall invite the candidate and the Department Head(s) each to submit the names of three referees, and may select from those suggested;
 - b) one who may be a representative of the appropriate affiliated teaching hospital(s);
 - c) one who may be a senior member of the University but not a member of the candidate's department.

D.6 Student Opinion

The Committee shall seek informed student opinion, which shall include the record of student evaluations provided by the applicant.

D.7 Academic Appointment Review Committee

The composition and terms of reference of an Academic Appointment Review Committee have been established by the University in "Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff", Section 5.

- D.7.1. a) The four academic appointees holding appointments with tenure shall be as follows:
- one member to be selected by the candidate's department;
 - two senior academic appointees elected by Faculty Council for a term of two years;
 - one senior academic appointee elected by Faculty Council for a term of up to two years, who shall be from outside the Faculty.
- b) The Committee shall include representatives from both genders.

Approved:
Department Heads, November 17, 2008
Executive Faculty Council, December 2008
Faculty Council, December 10, 2008

**Criteria for Appointment, Promotion, Merit
Increment and Tenure of Full-time Faculty**

APPENDIX A

DISTINGUISHED ACHIEVEMENT AWARD

In order to recognize individuals whose performance during an assessment year was particularly meritorious, the Faculty Promotions Committee has determined that full-time faculty members may be selected at its annual meeting to receive a Faculty of Medicine Distinguished Achievement Award.

For excellence in teaching, the “McLeod Distinguished Achievement Award” will be given. For excellence in research, recipients will be given the “Cochrane Distinguished Achievement Award”. Recipients of the “Watanabe Distinguished Achievement Award” will be recognized for overall excellence. For outstanding contributions in international health, recipients will be given the “Guenter Distinguished Achievement Award”. For outstanding contributions by a senior faculty member, recipients will be given the “Smith Distinguished Achievement Award”. Up to two awards in each category may be made each year.

Selection

1. In order to qualify:
 - a. for the “McLeod”, “Cochrane” or “Watanabe” awards, the candidate must be at the Assistant Professor or Associate Professor rank and will not be at the rank of full Professor,
 - b. for the “Smith” award, the candidate must be at the rank of full Professor,
 - c. for the “Guenter” award, the candidate may be from any rank,
 - d. the candidate must have held a full-time academic appointment in the Faculty of Medicine during the entire assessment year under review,
 - e. the candidate must have made contributions in the areas of education, research or service during the year,
2. Nominations will be made by the Department Head prior to the annual Faculty Promotions Committee meeting by providing the Dean’s office with a letter of nomination which includes the name of the candidate, the proposed award category, and the basis for the nomination. The Dean’s office will set and announce the date by which nominations are due.
3. A copy of the assessment and merit increment recommendation form, when available, for each nominated candidate will be circulated at the annual Faculty Promotions Committee meeting, as well as a list of manuscripts published in the assessment year under review, and the Department Head’s letter of nomination.
4. Selection will be by vote in the five awards at the Faculty Promotions Committee annual meeting.

Recognition

1. Awardees will be announced in the Faculty of Medicine Bulletin and the Alumni newsletter InforMED, and then a profile of each awardee will be presented during the year.
2. A certificate will be given to the awardee.

APPENDIX B

Guidelines for Departmental Promotions Advisory Committee

In keeping with the University's "Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff" (APT), a Department Head may formally seek input from a departmental advisory committee prior to the submission to the Faculty Promotions Committee of recommendations regarding academic staff members within the Department. The advice of the committee is not binding on the Head. According to the APT, a Head may formally seek advice from a departmental advisory committee on assessment and merit increment, or promotion, or both assessment and merit increment and promotion. In the Faculty of Medicine, however, the Department Head may seek advice from such a committee regarding promotion but is solely responsible for assessments and merit increment recommendations.

If the Head formally seeks advice from a departmental advisory committee regarding promotion, the following procedures will be followed:

41 **Establishment**

The committee will be struck by the Head and shall consist (at a minimum) of representatives from each appropriate academic rank, with a view to balanced expertise and experience in research and educational activities. At the discretion of the Department, the committee may also include representatives from the clinical and/or adjunct faculty, and student representative(s). The committee shall include both genders.

2. **Process**

2.1 All candidates to be considered for promotion will be reviewed by the committee.

2.2 A committee member who is being considered for promotion must withdraw from any discussion or deliberation of his/her own case.

2.3 The committee will review:

- a list, which is provided annually by the Dean's office, of department members whose rank salary is within two merit increments of, or above, the base of the next salary range;
- other individuals nominated for consideration; and
- special requests for promotion consideration.

2.4 The initial review may consist of a two-step process:

- (i) general consideration of all faculty members described in 2.3 above, followed by
- (ii) detailed discussion of each individual candidate based on the candidate's curriculum vitae and any other documentation the committee determines appropriate to this stage of the review.

2.5 When a department member has requested or agreed to be considered for promotion, the committee may, where appropriate and without the consent of the candidate, seek written advice. While the committee will determine whose advice to seek, individuals who have knowledge of the candidate's academic record, which will include service work, will be selected. Normally such individuals would include the Head of the Department in which a joint or secondary appointment is held, Research Group Chair, or Division Head.

2.6 The committee will base its final recommendation for promotion on a review of the documentation set out in 3. The documentation will be made available to the committee on a confidential basis for no less than one week prior to the meeting of the committee.

Criteria for Appointment, Promotion, Merit Increment and Tenure of Full-time Faculty

3. Documentation

3.1 In the case of promotion to Associate Professor, the required documentation includes:

- a complete curriculum vitae in the Faculty's standardized format;
- the Education Activities Report in the Faculty's standardized format, including any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations), prepared by the candidate;
- copies of the five best publications (selected by the candidate); and
- a brief written overview of the importance of each publication and, in multi-authored publications, a definition of the role of the applicant in the work.

3.2 In the case of promotion to full Professor, the required documentation includes:

- a complete curriculum vitae in the Faculty's standardized format;
- the Education Activities Report in the Faculty's standardized format, including any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations), prepared by the candidate;
- copies of the ten best publications (selected by the candidate); and
- a brief written overview of the importance of each publication and, in multi-authored publications, a definition of the role of the applicant in the work.

3.3 In addition to the documentation described above and any written advice, the committee may also request additional materials from the candidate.

3.4 No material other than that described in 3.1, 3.2 and 3.3 will be circulated to the committee for consideration without the consent of the candidate for promotion.

3.5 The Head will not disclose to the departmental advisory committee the contents of letters solicited from referees; such letters are confidential to the Faculty Promotions Committee.

**Criteria for Appointment, Promotion, Merit
Increment and Tenure of Full-time Faculty**

APPENDIX C

**GUIDELINES FOR EXTERNAL REFEREES
(for promotion to the rank of Professor)**

A RESEARCH

- A.1 In your opinion, in the area of research, does the candidate have:
- 1.1 a national reputation?
 - 1.2 an international reputation?
- A.2 How would you rate the quality of the published papers, and the impact of the journals in which they appear?
- A.3 What impact has the candidate's research had on the advancement of knowledge in the field of study?
- A.4 How would you rate the quality and creativity of the research?
- A.5 Does the candidate hold refereed research grant appropriate to the type of academic appointment held?
- A.6 Is the candidate's national/international reputation supported by the invited presentations the candidate has made to national and international meetings?
- A.7 Has the candidate played a leadership role in fostering research? If so, what has it been?

B EDUCATION

Please review the documentation describing the candidate's contributions to education.

- B.1 Is there evidence of excellence, leadership and/or innovation in teaching, evaluation and/or curriculum design?
- B.2 Is there evidence that the candidate has demonstrated leadership in education outside the University of Calgary?

C SERVICE/LEADERSHIP

- C.1 Please comment on the quality and quantity of service contributions outside the University of Calgary of this candidate (where these are known to you) in these areas:
- 1.1 Grant panels
 - 1.2 Ad hoc grant reviews
 - 1.3 Editorships, Associate Editorships and reviews for journals
 - 1.4 Provincial, national and international organizations
 - 1.5 Government agencies
 - 1.6 Community service
- C.2 Please comment on whether the level of this service is appropriate for the promotion sought by the candidate.