GUIDELINES FOR APPOINTMENT, PROMOTION, AND TENURE OF ACADEMIC STAFF IN THE FACULTY OF VETERINARY MEDICINE, UNIVERSITY OF CALGARY

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PREAMBLE

This document contains the procedures that pertain to the appointment, promotion, and appointment *with tenure* of academic staff of the University of Calgary Faculty of Veterinary Medicine (UCVM). These guidelines explain how the Faculty interprets and applies University of Calgary (U of C) policy set out in the "Procedures pertaining to appointment, promotion, and tenure of academic staff" (APT Manual) as established and approved by the General Faculties Council and the Board of Governors, June, 2008. These Guidelines may in no case contravene the procedures or principles set out in the University-wide APT and GPC (Manual of Policy and Procedures for the Annual Assessment of Academic Staff) Manual. In other words, the University APT and GPC manuals take precedence over the Faculty Guidelines in the event of conflict. The U of C Collective Agreement also takes precedence over this document. All definitions, procedures, or other guidelines specified in the APT and GPC Manuals or the University Collective Agreement apply to UCVM procedures, whether or not they are explicitly stated in this manual.

These guidelines are to be reviewed regularly by the Dean to ensure consistency with University policies. Any modifications must first be approved by the Faculty Leadership Council and then the Faculty Council, prior to seeking approval for the guidelines from the Provost and Vice-President (Academic).

The sections of this document that are in italics are taken from the U of C APT Manual or the GPC Manual and are referenced as such.

Academic Staff wishing to view any policies on-line are referred to:
http://www.ucalgary.ca/hr/policies/academic.html

SECTION A: APPOINTMENT

A.1 To be considered for a tenure track, limited term, or contingent term appointment in the Faculty of Veterinary Medicine (UCVM), a candidate shall normally hold either a Ph.D. or D.V.M. (or its equivalent) or both. In the case of individuals holding only a PhD, post-doctoral training is generally expected. For individuals holding a DVM, post-doctoral (may include a PhD) or residency training (with board certification, if appropriate) is generally expected. Under exceptional circumstances, individuals holding other terminal degrees will be considered for appointment.

A.2 Recruitment and appointment shall respond to the needs of the Faculty. The Dean and the Leadership Council shall be responsible for assessing recruitment needs, with input from Departments and appropriate committees.

A.3 Candidates will be selected in accordance with UCVM's Academic Selection Procedures (Appendix 1: University of Calgary Faculty of Veterinary Medicine: Guidelines for Academic Selection for Continuing, Limited and Contingent Term Positions) and consistent with U of C APT Manual (June 2008).

A.4 Recommendations for appointment require a letter of offer from the Dean, acceptable to the candidate and the Department Head, 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 U of C APT Manual and the Faculty of Veterinary Medicine's Academic Selection Process.

A.5 Practices pertaining to spousal hiring shall follow established University policies. If spousal hiring requires the involvement of more than one department, both department heads must support the hiring.

A.7 Appointment review and renewals shall be made in a manner consistent with the U of C APT Manual.

A.8 Appointment of Adjunct and Joint Professors shall follow the Faculty Guidelines as outlined in Appendix 2: University of Calgary Faculty of Veterinary Medicine: Guidelines for Appointment of Adjunct and Joint Professors.

SECTION B: EVALUATION OF PERFORMANCE

B.1 All three areas of academic activity (teaching, research and service) shall be evaluated. An acceptable level of performance is required in all three areas. The Faculty attaches equivalent importance to teaching and research, and while expecting excellence, recognizes that the relative contribution of each academic staff member may vary according to their skills and assigned duties. Assessment of performance shall take into account the expectations for each academic staff member, as outlined in their letter of appointment or subsequent modifications as agreed to by the academic staff member, the Department Head and the Dean. For UCVM, clinical and/or professional activities within the Distributed Veterinary Learning Community (DVLC) shall be considered part of the educational activity of the academic staff and related scholarly activity shall be considered part of the research activity. When clinical or other professional activities are

an assigned part of University support activities (e.g. clinical service within the animal resources system) they shall be considered University service activities. Please see Appendix 3 (University of Calgary Faculty of Veterinary Medicine: Guidelines for Assessment of Clinical Activities) for a description of clinical activity duties.

Colleagueship shall also 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.

Evaluation of an academic staff member's performance shall be based upon material submitted in the required Academic Performance Reports (see Merit Assessment Section), any supplementary annual reports provided and satisfactory written plans for continued career development established between the individual and the Department Head. Failure to meet these goals and expectations constitutes unsatisfactory performance. Unsatisfactory performance may also arise where the academic staff member performs assigned duties incompetently or significantly below expectations for the rank held; when no particular effort is given to activities such that the academic staff member's professional development has ceased; where unethical practices are noted and/or where the clinical activities of the academic staff member with such responsibilities is determined to be substandard.

The plans for continuing career development shall be based on the needs of UCVM, as defined by its overall objectives, and the professional development of the individual. If the plans for continued career development involve an affiliated research institution or private enterprise (e.g. a veterinary practice), evaluation of performance must include consideration of the documented views and findings of that institution or practice. Contributions to other faculties or outside enterprises, which may include interdisciplinary collaboration and/or education, will also be considered. In accordance with UCVM's policy on Outside Professional Activity, contributions to private veterinary practice for which academic staff members receive non-university remuneration shall not be considered for these purposes, unless a prior written agreement is established with the Dean.

B.2 Expectations and responsibilities of individual academic staff members will vary, according to their assignments of duties.

B.3 Merit assessment and subsequent allocation of merit increments shall be based on careful consideration of the documented performance of the academic staff member against the criteria described below.

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

B.4.1 **Teaching (Education)**

Teaching is a major University function. Academic staff members of UCVM are expected to become effective educators who contribute to the continuum of the educational mandate, namely the undergraduate, graduate and continuing veterinary medical education or professional development programs. Education includes any activity in which learning occurs, whether it be basic, clinical, technical or applied education and whether it is at the graduate or undergraduate level. It is expected that effectiveness will improve with career development. Careful consideration will be given to the quality of contributions as reflected in student and peer evaluations of teaching activities; creativity and innovation in teaching methodology; contribution to the academic literature; 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. Good teaching

evaluations alone are insufficient to document excellence in and contributions to teaching for the purposes of appointment, promotion, or tenure.

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. (APT 3.2.3)

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The academic staff member is expected to provide information concerning teaching contributions to the Department Head using the Academic Performance Report and other supporting information as required. The Head will take into account all available teaching evaluations when completing the assessment.

The following aspects will be considered in assessing the contribution and commitment of the academic staff member to education:

B.4.1.1 Quantity and Quality of Teaching Contributions

An appropriate quantity and quality of teaching contributions (undergraduate DVM and/or graduate teaching, as per the academic appointment) is an essential component of excellence in teaching. All academic staff members are required to meet their teaching obligations, as determined in consultation with the Head and the Assistant Dean, Curriculum. The following approximations of teaching commitments take into account the needed preparation and evaluation time.

The following descriptions of activities are intended as a guideline for assessing performance. A ten percent assignment to primary teaching shall be considered the equivalent of approximately 33 hours of primary (i.e. academic staff member is lead instructor responsible for development and delivery of the material) or 60 hours of secondary (i.e. academic staff member provides teaching support but is not primarily responsible for the teaching contact) or laboratory/practicum teaching on-campus.

Time commitments for practicum rotations vary according to the nature of the rotation. (See Appendix 3: University of Calgary Faculty of Veterinary Medicine: Guidelines for Professional Activity Commitments for details). For designated practicum teaching rotations, a ten percent teaching commitment is considered approximately equivalent to a two week rotation, although this will change with repetition of the same rotation. For clinical/professional activities, a ten percent assignment normally shall be considered as approximately equal to four weeks of clinical activity (whether or not students are present) within the Distributed Veterinary Learning Community, plus associated professional development time. Preparation and evaluation time for rotations shall be assigned to general teaching time and will vary with the rotation. All teaching activities shall be related to the assigned time of the academic staff member.

Teaching of graduate students and advanced clinical trainees outside of the formal classroom setting also contributes to assessment of education contributions. This shall be taken into account in performance assessment by the Head. In general, an increase in the number of trainees supervised shall be considered an increased teaching activity. Graduate students are considered to require more time than post-doctoral fellows. See (vi) below.

The quality of teaching shall normally be expected to be of a higher level in the instructor stream and at the associate and full professor level.

The following are areas where quantity and quality of teaching contributions can be demonstrated and teaching obligations met.

i) Teaching development and delivery in any format, including but not limited to the following areas, shall be valued and considered: discipline courses, clinical presentations, small group instruction, clinical and professional skills teaching, practicum rotations or other field experiences, remedial instruction, research preceptorship, graduate courses, and other undergraduate, residency, or graduate teaching assigned.

ii) Development and Evaluation of Educational Materials and Programs

a) Development and Evaluation of Curricular Units: e.g. courses, clinical presentations module, rotations, laboratory program development, participation in a major revision of a course.

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

c) *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 peer review of materials submitted for publication.* [APT 3.2.6]

d) Contributions to curriculum development and delivery through participation in the Curriculum Committee and its subcommittees.

iii) 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.

iv) Clinical and Professional Activities

Engaging in clinical and professional activities, in all professional environments (including public, private and corporate practice) to maintain clinical and professional skills for the purposes of maintaining teaching excellence, to generate teaching case material, and/or to ensure provision of an appropriate learning environment for students shall be considered as part of the teaching portfolio. Participation in teaching of rotations and/or other field experiences in the Distributed Veterinary Learning Community (including the Distributed Veterinary Teaching Hospital) will be considered in the evaluation of teaching contributions with the same emphasis as on-campus teaching (see above).

For those faculty engaged in clinical and professional activities, a high level of performance is expected in carrying out these activities.

Assessment of performance in clinical and/or professional activities will be based on student feedback and input from the professional practice, or other appropriate source mutually agreed upon with the faculty member. It is recognized that the assessment of clinical and/or professional activity is within the context of the education of veterinary medical students and scholarly activity. Education must take precedence over economic concerns in the delivery of clinical activity.

Assessment of clinical and professional activities shall include, but not be limited to:

a) Clinical practice and diagnostic services. Special consideration will be given to the quality of patient care or diagnostic services provided. Role modelling for trainees in the veterinary medical program is also important. Written feedback from private practices, other end-users, and student evaluations may be used.

b) Innovative activities in clinical and support service areas that directly contribute to education and veterinary research.

c) Maintenance of competence through demonstrated participation in continuing veterinary medical education activities.

d) Contributions to the enhancement of the distributed veterinary learning program and continuing education or professional development of associated veterinarians through activities in the learning environment.

e) Professional service activities such as in ecosystem and public health; outbreak investigation; wildlife disease investigation; etc. shall be considered part of clinical activities as described in Appendix 3.

f) Research activities carried out in response to a specific contract or to a specific call for research services that are used to provide teaching material, and may be carried out as part of professional activity commitments shall also be considered. These activities may also be considered under research/scholarly activities, but shall not be evaluated or considered twice.

v) Student and peer evaluations of faculty will be taken into account in the evaluation of teaching excellence. Receipt of Educational Awards and Prizes (internal and external) shall be considered in the evaluation of teaching excellence but shall not be taken de facto as evidence of excellence.

vi) Primary supervision of undergraduate, graduate students, postdoctoral associates and clinical fellows/residents. Membership on graduate and Honour's supervisory committees, and participation in the assessment of students, for example in candidacy or thesis defense examinations, shall also be considered, but shall not receive the same weight as primary supervision.

vii) Continuing education/professional development/community Teaching: *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* [APT 3.2.5]. Participation in delivery of continuing education and/or professional development to the DVM community is considered a legitimate teaching activity provided it is documented with appropriate evaluation and feedback obtained in a confidential manner. Teaching and extension activities to the non-DVM communities will also be considered in the evaluation of teaching activities, particularly when it is related to translation and dissemination of new knowledge in veterinary medicine. Such activities must be appropriately documented in terms of quality. Such activities that are not documented in regards to quality will still be considered as community service contributions.

viii) Leadership in Delivery of Educational Programs

a) Direction of Education Components: e.g., residency program director, course, rotation, or externship director, graduate science coordinator.

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

c) Education in External Organizations: Roles within provincial, national/international organizations, e.g., chief examiner, examiner for Board certification, external examiner on a thesis examination at another institution.

ix) Scholarship in Education

a) Publications in Education: e.g., peer reviewed articles, non-peer reviewed articles, book chapters, videos, CDs. Publications may be based on the development and/or assessment of novel teaching approaches.

b) Presentations in Education: e.g., internal presentations, external symposium presentations, external abstract or poster presentations, invited speaker. Development of novel teaching methodology or material that is distributed locally, regionally, nationally, or internationally shall be considered.

B.4.2 **Research/Scholarship/Creative Activity**

It is expected that all academic staff will be engaged in scholarly activities, but the extent and nature will vary according to the written expectations mutually agreed to with the Head, and with the approval of the Dean, and the appointment (Instructor vs. Professor stream) and will be in accordance with Article 12 of the *Collective Agreement 2007-2010 between the Faculty Association of the University of Calgary and the Governors of the University of Calgary*. Productivity and quality should rise as academic staff move through the academic ranks and will be related to the assigned effort in research/scholarly activity. The Faculty of Veterinary Medicine is committed to interdisciplinary and collaborative research. Therefore, participation of academic staff in collaborative research grants and projects will receive similar consideration as independent activities, provided the contribution of the faculty member is demonstrably essential to the success of the project and the academic staff member can demonstrate an active role in conceiving, designing, and conducting the study.

The evaluation of research/scholarship/creative activity shall be evaluated relative to stage of career, academic rank, discipline, and distribution of effort. The quality and quantity of research/scholarly activity shall be expected to increase at an appropriate level as an academic staff member proceeds through the ranks. Both quality and quantity shall be assessed, and should be relevant to the discipline peers. For example, new assistant professors shall be expected to submit and receive grants but their productivity in terms of peer-reviewed publications and grants received is not expected to be at the same level as an associate or full professor, particularly in the first years of appointment.

As the percent research effort or rank increases, productivity and grants received is expected to increase. These are provided as guidelines and shall be interpreted by the

Head and the Faculty Promotion Committee as appropriate to the discipline and quality should always considered and not absolute numbers of publications.

For reference purposes, once an investigator is established, at the assistant professor level, a twenty percent research effort would be expected to result in the holding of at least one collaborative external to UCVM grant and an average of one publication as first, second or senior author per year. A forty percent research effort would normally be expected to result in holding at least one significant external to the University research grant as principal investigator (PI) or a collaborative external to the University grant(s) where the effort and contribution of the investigator is equivalent to that of a PI. The publication record of an academic staff member with a forty percent or greater research effort shall be judged relative to the discipline, but would be expected to be significantly greater than that of an individual with twenty percent research effort. An academic staff member with sixty per cent research effort would be expected to hold more than one major grant external to the University, to provide leadership in collaborative research projects within and outside of UCVM, and to publish, on average, at least two or more papers per year as first or senior author.

In accordance with Section 3.3 of the APT Manual, to be considered as Research for the purposes of promotion and tenure, *research normally shall bear evidence of formal review by informed peers*. The other conditions of section 3.3 of the APT Manual apply.

Evaluation of research/scholarship/creative activity shall include, but not be limited to:

i) Peer-Reviewed Publications:
Special consideration is to be given to the quality of the publication and the nature of the authorship. Contributions of the applicant must be clearly documented. The reputation and impact of the journal or other publication format will be considered, but takes secondary consideration to the quality of the publication and the nature of the contributions. Impact factors of journals should not be used as the sole or deciding criteria in assessing quality. Similarly, citation rates shall be interpreted appropriately as relates to the discipline and/or area of research. Productivity should always be appropriate to the discipline and quality should always considered and not absolute numbers of publications.

ii) Acquisition of Grants:
Grants from provincial**,** national and international **peer-reviewed** agencies, (e.g., peer-reviewed commodity group funding, CIHR, NSERC, APRI, AHFMR, Dairy Farmers of Canada, NIH, NCIC, 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 universities, local, national or international meetings.

iv) Publication of peer-reviewed case studies, retrospective case studies, and other publications that derive from clinical activities shall be considered scholarly activity.

v) Leadership Role in Fostering Research:
Examples include research coordination and recruitment as a Research Group Chair, coordination of CIHR Group Grants or equivalent, coordination of conferences or symposia, chair of national or provincial society of research scientists.

vi) Contributions that advance the discipline of veterinary medicine 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 or new knowledge, and they have been subject to an informed peer review process and enhance the professional reputation of the individual and the University (APT 3.3.4)

vii) *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.* (APT 3.3.5)

vii) Commercialization of Technology:
Acquisition of patents, licenses with respect to intellectual property, commercialization of technology grants, development of business plans.

viii) Non-Peer Reviewed Publications:
Non-peer-reviewed scientific publications may also be considered. Publications that are directed towards the non-scientific community that contribute to the dissemination of original research conducted by the faculty member or that involve a scientific evaluation of existing material (e.g. best practices, state-of-the-art) will also be considered. It is the responsibility of the Head to ensure that appropriate evaluation of non-peer-reviewed publications is made.

ix) Local, National and International Communications:
Platform or poster presentations at meetings, displays, abstracts may also be considered.

x) Acquisition of Non-Refereed Grants and Contracts:
Research grants acquired from agencies and sources which do not use a competitive peer-review process may also be considered. It is the responsibility of the faculty member to clearly communicate their role in the scientific development of the project and in its execution. The Department Head shall be responsible for reviewing the integrity of the research and ensuring any additional required assessment is obtained.

Contract research generally refers to research activities carried out in response to a specific contract or to a specific call for research services. Normally, this refers to research that is not peer-reviewed in the traditional sense and is not investigator initiated. The results of the research may be published in peer-reviewed journals or may be documented by completion of reports, submissions, reviews, or peer-reviewed publications. Normally, only the output of research service is judged and not the receipt of funding. In cases where there is not a clear distinction between contract or service research and peer-reviewed research, the academic staff member will provide their explanation as to the categorization of the research activities and the Head shall make a recommendation.

xi) Participation in Networks and Consortia:
Examples include membership in National Centres of Excellence, interdisciplinary research team or other consortium.

xii) Receipt of salary awards and other research prizes may be considered as evidence of research accomplishments.

B.4.3 **Service**

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. [APT 3.4.1]

All UCVM faculty members are expected to contribute to the administrative service committees of the faculty. Contributions shall be assessed based not only on the number of meetings, but the work required outside of the committee and the actual participation of the academic staff member in the committee activities. Committee work that is considered to be educational activity does not meet the service commitment of the academic staff member (see Appendix 4).

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. (APT 3.4.2) *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.* (APT 3.4.3) *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.* [APT 3.4.4]

Appropriate levels of service shall be expected of each rank. Meeting the expectation of service should normally require a smaller portion of effort than is required for the functions of Teaching and Research. (APT 3.4.5). 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 (normally, such an agreement shall only be awarded in circumstances where service activities (note: clinical activity is considered an education activity) exceed forty percent of assigned activity). Similarly, for ranks where teaching is the primary criteria, service cannot replace the requirement for teaching.

Service in UCVM encompasses service as specified in the APT Manual (Section 3.4), administration within the Faculty and University, service to the university community (e.g. clinical care in animal resources) that is a required part of a position, contribution to the activities of appropriate science and professional councils, agencies, and associations. Evaluation will be based on information received from multiple and appropriate sources, normally in writing, as required.

Outside Professional Activity for remuneration shall not normally be counted as service for the purposes of assessment. (APT 3.4.6)

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. All academic staff members are expected to contribute to one or more UCVM or U of C service committee, requiring at least a 5% time commitment to Faculty governance. It is expected that service outside of the Faculty and the University will increase as academic staff members move up in rank. If a faculty member is not contributing service outside of the Faculty or the University, they are expected to contribute all their assigned service activity to the Faculty.

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.

1. Faculty of Veterinary Medicine committees that may be duly established (see Appendix 4 for a list of UCVM committees; note that participation in committees whose primary objective is educational are not considered service committees);

2. Leadership positions: e.g. Chair of any UCVM committee; Faculty Research Group Chair; Director of a core Facility or Institute.

3. Provision of professional service (e.g. statistical service, university animal care clinical services or other professional service) within the University.

4. University-wide committees, General Faculties Councils;

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, Board or committee membership, Alberta Veterinary Medical Association; Advisory or committee membership; Board or committee membership, related voluntary sector societies or industries (without remuneration).

National and International:
Canadian Veterinary Medical Association; Livestock, Agricultural, or Commodity organizations; College of Peer Review for CRC Chairs; Natural Sciences and Engineering Research Council; Canadian Institutes of Health Research;; national and international specialty societies (e.g. American Association of Bovine Practitioners, etc); related voluntary sector or industry societies.

4. Service to government agencies. E.g. Alberta Agriculture, CFIA, NRC, Health Canada

5. Community service, especially when it supports teaching and research. Examples range from volunteer service activities that incorporate student participation, public presentations to support NGO activities, and community teaching and publications (e.g. continuing

education/knowledge translation for non-DVM, non-academic audiences, trade publications, public presentations, etc)

SECTION C: MERIT ASSESSMENT

The criteria and processes for Merit Assessment are described in the GPC and APT Manuals of the University of Calgary. The following sections are from the U of C APT Manual:

6.1.1 The performance and status of every Continuing, Contingent Term, and Limited Term academic appointee shall be formally reviewed regularly through a process established by a Faculty Promotions Committee under general guidelines established by the General Promotions Committee. Further to Section 3.5.4, all Deans are required to make available to academic appointees in the Faculty written guidelines on the manner in which the criteria for appointment, tenure, merit increments and promotion, as outlined in these Procedures, are applied in the Faculty.
6.1.2 The assessment and promotion process for persons holding Continuing, Contingent Term, and Limited Term appointments is governed by Sections 6.2 through 6.7. These Sections do not govern or apply to persons holding other appointment classes.
6.1.3 The requirement for assessment and review by the General Promotions Committee shall not apply to the President, Vice-Presidents, Associate Vice-Presidents, Deans of Faculties, Vice Provost (Libraries and Cultural Resources), and persons holding other senior positions designated by the President.
6.1.4 For all Continuing academic staff, 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 increment awarded in the assessment process will apply to each of the current and succeeding years.
6.1.5 All Initial Term, Contingent Term or Limited Term academic staff are required to submit a report to the Department Head or equivalent in the intervening year. Initial Term, Contingent Term or Limited Term academic staff are required to meet with the Department Head in the intervening year to discuss that annual report and their career progress. The Head will provide the staff member with written comments regarding their career progress. The staff member must sign that document to signify that they have read the comments from the Department Head. The Head's comments may be appealed to the Faculty Promotion Committee and, if the decision is negative, to the General Promotions Committee.
6.1.6 Where the first assessment of an academic staff member is in the intervening year, s/he will receive a default increment equivalent to the average increment provided to the Faculty per full time equivalent member by the General Promotions Committee. On any future report, this shall be identified as a default increment rather than an assessed value.
6.1.7 In the case of a new academic staff member, any academic accomplishments which were not reflected in the Curriculum Vitae, or otherwise considered at the time of hiring, shall be considered by the FPC in the first merit assessment.
6.1.8 The assessment procedure for persons holding Term Certain appointments shall be in accordance with the Collective Agreement. In addition, every academic appointee holding a Term Certain appointment may request a written assessment from the Head or equivalent at any time during the last two months of the term of the appointment. The request should be in writing. The assessment will be provided by the Head to the academic appointee prior to the termination date of the appointment. The Head will also offer the appointee an opportunity to discuss the assessment, which will then be entered in to the personnel file of the appointee.

It is important that academic staff understand the Merit Assessment Process. Each Faculty receives a merit increment pool that can be distributed amongst the academic staff. Because the merit increment pool is of a fixed size, the actual merit increment submitted to the General Promotions Committee by the Dean may be less than the recommended assessment by the Department Head and the Faculty Promotions Committee. In the process described below that

will be used by UCVM, the Department Head shall complete a Merit Assessment form on a biennial basis for all continuing, limited term or contingent term UCVM academic staff (Appendix 5: University of Calgary Faculty of Veterinary Medicine Merit Assessment Form). The Faculty Promotions Committee shall review the merit assessment provided by the Head and recommend a Merit Assessment to the Dean. This shall be recorded on the UCVM Merit Assessment Form.

Each Faculty receives a Merit Increment pool that is divided amongst the academic staff based on the Merit Assessment. Following the Merit Assessment by the Faculty Promotion Committee, the Dean shall review and recommend merit increments to the General Promotions Committee ensuring that the recommendations are within the total available merit increment pool, as described in C.3 below.

C.1 Academic Performance Reports

All academic staff members are required to submit a biennial academic performance report using the University of Calgary on-line academic performance report tool. For initial term, limited term, and contingent term academic staff members, an additional academic performance report is required on non-merit assessment year (even years) and the Head shall provide written comments regarding performance and career progress, but shall not recommend a merit increment.

Any Continuing, Contingent Term or Limited Term academic appointee who receives a zero increment for unsatisfactory performance shall be formally assessed the following year Section 6.1.9.2, U of C APT Manual, 2008).

Submission of Academic Performance Reports shall be by July 7th in order to allow sufficient time for Department Heads to review and provide assessments to academic staff members by the September 15th deadline. Note that annual reports are only expected from individuals who have been hired for a minimum of three months.

C.2 Merit Assessment Process

The following sections (in italics) are taken from the GPC Manual regarding the Merit Assessment Process. Sections in plain text describe UCVM guidelines.

3.2.1 *The regular assessment of the performance of all members of a Faculty, except Heads, Assistant Heads, Associate Deans and the Dean, shall be reviewed by a Faculty Promotions Committee or the equivalent*
3.2.1.1 *The performance of Heads, Assistant Deans and Associate Deans is reviewed in the first instance according to the regular cycle by the General Promotions Committee. In advance of submitting recommendations to the General Promotions Committee, a Dean may seek the advice of a Faculty Promotions Committee or a peer review process when considering the teaching, research and service performance of a Head, Assistant Dean or Associate Dean.*
3.2.2 *Recommendations for promotion in rank of academic appointees shall be prepared at the same time as the regular assessment.*
3.2.3 *All recommendations involving promotion in rank of any academic appointee must be recommended by the Head (Dean) or equivalent to the Faculty Promotions Committee which will make recommendations to the Dean or equivalent who will in turn make recommendations to the General Promotions Committee. This procedure shall include academic appointees holding administrative responsibility whose cases for promotion shall be considered initially by a Faculty Promotions Committee.*

The process for a Faculty Promotions Committee shall in all cases include the following:

a) individual consideration of each academic appointee's case;
b) comparative consideration of the assessments of all academic appointees (for function and form of assessments).
c) normally increasing expectation of performance as an academic appointee progresses through any rank, and from rank to rank;
d) progressively more rigorous assessment of merit with seniority within the full professorial rank; and
e) particular attention to a recommendation for the award of a zero increment

The initial recommendation to the Faculty Promotions Committee shall be made by the Head of each Department. When evaluating an academic staff member, the Head shall complete the UCVM Dean's Recommendation and Assessment Form (see Appendix 5), according to the Faculty guidelines outlined below. A Head in the Faculty of Veterinary Medicine has a responsibility to seek any appropriate advice from within his/her Department, with the Faculty from other members of the same or related discipline, or from the appropriate Health Research Institute or other collaborators. However, given the small size of the Departments in the Faculty of Veterinary Medicine there shall not be a formal Departmental committee.

Academic appointees shall be informed, in writing, of the nature of the recommendation being carried forward by the Head or equivalent to the appropriate Faculty Promotions Committee or equivalent. (APT 6.2.13) In the case of UCVM, this shall be accomplished by providing a copy of the completed merit assessment form.

C.3 Criteria for Merit Assessment and Merit Increment Assignment in the Faculty of Veterinary Medicine

The Faculty of Veterinary Medicine places high and equivalent importance to research and teaching, as described in the preceding sections and appropriate to the type and level of appointment. Service is considered an important and essential activity, but unless specifically stated in a written agreement with the Dean, service cannot replace the requirement for research/scholarly activity. Thus, an academic staff members is expected to meet their obligations in all relevant areas (note: instructor and professor streams have different obligations) in order to be eligible for a merit increment.

In all cases, both quantity (meeting activity level commitments) and quality shall be considered. The Faculty of Veterinary Medicine recognizes that academic staff members have different obligations within the education and clinical activity spheres. The relative weighting of teaching (and associated clinical activity) and research shall be dependent on the relative assignment of duties. The quality and productivity of the research, as opposed to the area of research, shall be the primary determinant for the purposes of merit assessment. Please refer to Section B of the guidelines for details.

The following sections are taken from the GPC Manual:

6.4 Size of Increments
6.4.1 Heads' and Deans' recommendations for the award of increments shall either be 0.0, or in multiples of one-fifth commencing at 0.4, e.g. 0.4, 0.6, 0.8, 1.0, etc.
6.4.2 The GPC will not adjust any increment recommendation by less than 0.4, except to bring a staff member's salary to the floor or ceiling of a rank, or bring the recommended increment to the CPA (currently 0.4), or to bring it to the earlier recommendation of the Head or the Faculty Promotions Committee, or to adjust the recommendation of a Dean in the case of an academic appointee whose case is reviewed in the first instance by the GPC or individual cases reviewed in accordance with section 6.10.1.iid.

6.5 Interpretation of Increments

6.5.1 The award of increments shall be interpreted in the context of the following:

Increment Unit Performance Assessment
0.0 Unsatisfactory
0.4 Satisfactory Career Progress (CPA)
above 0.4 Meritorious

with the understanding that where an academic appointee's salary is at the ceiling for a rank, a zero increment award may be due to the individual's failure to meet one or more promotion criteria rather than unsatisfactory performance.

When applying the guidelines above, UCVM shall use the following criteria:

1) Merit increments are based on performance.
2) In order to be eligible for merit increases, an academic staff member must demonstrate satisfactory career progress in all appropriate areas. That is, research, teaching and service for the professor stream; and teaching and service for the instructor stream. An academic staff member having an unsatisfactory performance in any area, in the absence of extenuating circumstance, shall receive an over-all merit increment of zero despite outstanding performances in the other areas. When a 0.0 increment is being considered, the Head shall inform the academic staff member in writing, as well as the Dean, before the meeting of the Faculty Promotions Committee.
3) Merit Assessment in an area (research, teaching, service) shall be rated at 0.0 if unsatisfactory. Performances rated as at least satisfactory in each area shall then be rated from 0.4 to above in increments of 0.2 according to the following rating scale, with all assessments made relative to appointment, rank, and level of the academic staff member, and in relation to the criteria outlined in the preceding sections of this document.

0.4	Satisfactory performance.
0.6 - 0.8	Above satisfactory performance.
1.0	Good academic performance. Meeting expectations for academic performance that would be expected to lead to recognition within the Faculty or University.
1.2	Very good academic performances that would be expected to result in, or has evidence of, regional or national recognition as a result of the quality of the efforts
1.4 - 1.8	Excellent performance with demonstrated and expected on-going recognition at the national level
2.0 - 2.2	Outstanding performance that would be expected to lead to, or has demonstration of, continued recognition at the international level of the performance.
2.4 or above	Exceptional effort with clear demonstration of international recognition and an exceptional productivity or success at the international level.

4) The assigned rating in each area shall then be adjusted according to the percent effort assigned to each section (see Merit Assessment Form). The sum of the merit assessment in each category shall be rounded to the nearest 0.2 increment and considered the recommended merit assessment. The Head shall forward such recommended merit assessment to the FPC. Note that a zero assessment in any area normally leads to an over-all assessment of zero.

5) FPC will normally review Merit Assessments in the following order:
   Instructors

Assistant Professor
Senior Instructors
Associate Professors
Full Professors
Appeals

Within a category, faculty members shall be reviewed in random order. The appropriate Head is expected to quickly summarize the performance and reasons for their recommendation. The floor is opened for questions and to suggestions for adjusting the recommendation. If FPC is in agreement with the recommendation, the next individual is considered. If FPC or a member thereof wishes to raise the possibility of raising or lowering the recommendation, a formal request is made to the Chair. A discussion shall follow. In order to change a recommendation, a formal motion by a voting member is required; a motion is accepted with simple majority vote. In the event FPC is considering lowering an individual's recommended merit assessment to 0.0, the discussion is halted and the individual is notified in writing and the FPC will reconsider the recommendation in one week's time (APT 6.4.19.)

On completion of the review, the over-all merit assessments are reviewed to identify any anomalies.

Appeals to the Head's recommendation are heard by FPC at the end of the proceedings. The appellant may appear in person. After the interview, the appellant and Head leave the room and a formal motion is required to change the Head's recommendation. If the appeal is denied, FPC may then consider whether the recommendation is at the appropriate level or should be decreased.

The wording of the assessment may also be appealed. FPC will discuss the merits of the appeal and determine through a simple majority vote whether wording changes be made. If the appeal is upheld, changes will be made as FPC considers appropriate. The modified assessment form will be copied to the appellant and placed on their file.

6) The recommended merit assessment for each individual as determined by the FPC is recorded on the Merit Assessment form and recommended to the Dean.

7) The total merit assessment (sum of all merit recommendations) recommended for the academic staff in UCVM will be calculated and compared to the merit increment available. If the total Merit Increment available is equal to or more than the total merit assessment, the Merit Assessment provided by the FPC shall be forwarded to the Dean. If the Merit Increment available is less than the total merit assessment recommended by FPC, the merit increments shall be adjusted by the required percentage to bring total recommended merit increment to the available pool, with the stipulation that awarded merit increase of 0.4 or greater can not be reduced below 0.4 and that all merit increases are rounded to the nearest 0.2. Any adjusted Merit Increment shall be recorded on the form.

8) The Dean shall review the merit recommendations from FPC and the adjusted merit increments. The Dean shall then provide a final recommendation to GPC. The Dean's recommendation shall be provided on the Merit Assessment Form and a copy shall be provided to the academic staff member and to the Department Head.

C.4 Typical Schedule for Merit Assessment Process

The general timeline followed for the Merit Assessment Process is as follows. Note that the process for tenured academic staff is biennial. **The exact dates will be established each fall by the Leadership Council, in accordance with any deadlines set by the University, and distributed to Faculty:**

Following is the typical timeline regarding merit increments for academic staff members. Actual timeline may vary from year to year.

July 7: **Academic performance report to be** report to be submitted by this date if required (Note: University deadline is September 1; UCVM deadline is set at July 7th to allow time for Department Heads to review and provide comments on performance reports.

September 15: Deadline for Head to provide written comments on performance and career progress, as required (Note: may also include promotion recommendation if the two coincide.)

September 23: Deadline for appeals to FPC

Between October 1 - October 31, 2008 Faculty Promotions Committees meet.

November 7: Last day for Deans to submit increment and promotion recommendations, including all supporting documentation, to the Chair, General Promotions Committee via Human Resources (A202). All academic staff members must be informed in writing by this date of the recommendation being forwarded, of their right to appeal (if applicable), and of the deadline date for submission of appeals to GPC.

November 17, 2008 Last day to appeal recommendations to the General Promotions Committee. Documentation must be received by the Chair, GPC via Human Resources by 16:30 on this date.

December 2008 General Promotions Committee meets.

January 2009 General Promotions Committee reconvenes if necessary.
(GPC Manual 2.7.1 and 2.5.2) GPC review / follow-up meeting.

Note: Merit increments are effective July 1. In assessment years, merit increments are provided retroactively after approval by GPC.

SECTION D: PROMOTION

All recommendations involving promotion in rank of any academic appointee must be forwarded by the Head to the Faculty Promotions Committee. FPC will make recommendations to the Dean, who will in turn make recommendations to the General Promotions Committee. The Faculty Promotions Committee is a Dean's Advisory Committee. The recommendation for promotion is made by the FPC to the Dean. The Dean and the FPC must be satisfied that the candidate has met the criteria for promotion at the appropriate level. The Faculty Promotion Committee shall be established according to Section 6.4 of the University APT Manual, June 2008 (see below).

Heads and Deans have a responsibility to review regularly the career prospects of their academic appointees to ensure that applications for promotion, particularly to full Professor, are submitted at the appropriate time. When considering a candidate for promotion, the Promotions Committee shall use information and documentation concerning the candidate's teaching, research, and service, including, for example, the candidate's qualifications, testimonials, publications, class materials, and signed reports by peers who have seen the candidate teach or perform professional duties. For promotions the complete career record of the academic appointee at the University of Calgary and elsewhere shall be considered. As far as is possible, information and documentation supporting promotion shall be collected by the candidate.

Performance leading to promotion will be evaluated in the relevant areas, as outlined in the previous section:

- teaching (education);
- research/scholarship/creative activity; and
- service

D.1 **Promotion to Associate Professor**

Promotion to the rank of Associate Professor requires evidence of teaching effectiveness, including involvement in post-graduate academic and/or clinical training as appropriate; recognized research or equivalent professional attainment; and satisfactory service contributions. The Faculty of Veterinary Medicine wishes to ensure excellence in research/scholarly activity when promotion to the rank of Associate Professor is being considered. Competence and promise are key components of the assessment. The Faculty of Veterinary Medicine also wishes to ensure excellence in teaching effectiveness and contributions. This includes undergraduate teaching and contributions to graduate teaching (MSc, PhD, residency supervision). Unless specifically stated otherwise in agreement with the Dean, it is expected that those promoted to the rank of Associate Professors will have engaged in formal supervision of graduate students or advanced clinical trainees. A record of competent and willing service is expected, although major service contributions are not necessarily required as Assistant Professors are expected to focus on building teaching and research/scholarly activity excellence.

Contributions to service can not replace activities in education or research/scholarly activity unless agreed to in writing by the Dean prior to the year of consideration for promotion.

Contributions from the complete career, including all previous institutions, shall be considered. Typically, it takes five or more full years of independent activity to create a portfolio of accomplishments sufficient to warrant promotion to Associate Professor. However, promotion may occur at any time that accomplishments warrant.

To be considered for promotion, the candidate's contributions to service, teaching and/or research shall be documented by the faculty member; additional information may be provided by the Head of the Department. The applicant for promotion to Associate Professor will be required to identify his/her five most important publications or research/scholarly contributions and provide a brief written overview of the importance and context of each contribution. In multi-author publications, a definition of the role of the applicant in the work shall be provided in the curriculum vitae.

The candidate is required to provide documentation of his/her educational and, if appropriate, clinical activities report in an appropriate format, including any documentation supporting excellence in educational or clinical activities (such as teaching awards, selected student evaluations). The candidate shall identify up to five of his/her most important contributions to the academic mission of the Faculty and provide a

brief overview of the importance and context of each contribution to the academic mission of the faculty.

The applicant is required to submit a complete curriculum vitae to provide a sense of career development.

D.2 **Promotion to Senior Instructor**

Promotion to Senior Instructor recognizes excellence in teaching effectiveness and contributions to service. To be considered for promotion to Senior Instructor, the applicant must be a leader in educational effectiveness and innovation. The individual must be capable of initiating and participating in a wide variety of teaching activities. A Senior Instructor must have demonstrated that they have maintained their expertise at the leading edge of their discipline through engagement in on-going professional development and continuing education both in their discipline and in pedagogy. A Senior Instructor is expected to take major responsibilities for teaching and related professional activities of the Faculty or Department. Leadership roles, evidence of pedagogical expertise or involvement in curriculum development are typically required.

Typically, it is expected to take five or more years for promotion to Senior Instructor; however promotion may occur at any time that it is warranted. The candidate is required to provide documentation of his/her educational and, if appropriate, clinical activities report in an appropriate format, including any documentation supporting excellence in educational or clinical activities (such as teaching awards, selected student evaluations). The applicant for promotion to Senior Instructor shall identify his/her five most important contributions to the academic mission of the Faculty and provide a brief overview of the importance and context of each contribution to the academic mission of the Faculty.

The applicant shall provide a complete CV that demonstrates his/her professional development.

D.3 **Promotion to Professor**

Promotion to Professor is reserved for those who, in the opinion of their colleagues, within the University and beyond, are outstanding in their discipline. To be considered for promotion to the rank of Professor in the Faculty of Veterinary Medicine, an academic staff member shall normally hold either a PhD or a DVM (or its equivalent). There must be evidence of teaching effectiveness at the undergraduate and graduate level. Promotion to Professor shall normally require a role as primary supervisor of graduate trainees (MSc, PhD, or residents). 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 or clinician of distinction, with meritorious contributions in education and research/scholarly activity. Emphasis is given to national and international recognition as a scholar and accomplishments in research or in contributions to the discipline of veterinary medicine. Supportive external references must be available. Scholarship in the form of published research in peer-reviewed journals 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, will also be considered. Demonstration of national or international reputation as a clinician of distinction includes clinical publications, development and dissemination of new approaches or techniques, or presentations for continuing professional development at national or international meetings. In the area of service, contributions both within and outside the University of Calgary are required. A Professor is expected to have an established record of service contributions to the institution and discipline, and when

relevant, to their profession.

Promotion to Professor requires a letter from the applicant outlining the request for promotion. Creation of a sufficient body of work to merit promotion to Professor normally requires ten or more years in an independent academic position or in a combination of an academic and other professional independent position. However, promotion can occur whenever it is warranted.

The Faculty of Veterinary Medicine requires written documentation and examples of excellence in scholarly or clinical activity when promotion to the rank of Professor is being considered. Thus, the applicant for promotion to Professor will be required to identify five or more of her/his most significant research/scholarly contributions, with a brief written overview of the importance of each contribution. In multi-author publications, a definition of the role of the applicant in the work shall be included in the CV.

The candidate is required to provide documentation of his/her educational and, if appropriate, clinical activities report in an appropriate format, including any documentation supporting excellence in educational or clinical activities (such as teaching awards, selected student evaluations) for distribution to internal reviewers. The candidate shall identify up to five of his/her most important contributions to the academic mission of the Faculty and provide a brief overview of the importance and context of each contribution to the academic mission of the faculty.

The applicant will also be required to submit a complete curriculum vitae so that the Faculty Promotions Committee can develop a sense of career development.

D.3.A **External referees for promotion to full Professor**

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 6: Guidelines for External Referees).

External referees shall:

i) be external to the University of Calgary;

ii) normally hold or have held academic rank at the full Professor level, or have equivalent experience in a non-academic sector; other referees may be acceptable to the Faculty if they are deemed to have appropriate expertise;

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 Head will propose three additional names. Both must submit the name of at least one international referee. The candidate and the Head shall have the option of commenting on the submitted names to the Dean. The Dean may seek additional references, or ask the candidate or Head to propose additional names. The candidate or Head may be asked to provide background information about the proposed referees particularly identifying any relationship between the candidate and the referee, as well as the referee's qualifications.

From the submitted names, the Dean will select three or more, at least one of whom shall be an international referee and at least one of whom shall have been proposed by the candidate. At least three references, including an international referee, must be received for the application for promotion to be considered by the FPC.

D.4 **Typical Schedule for Promotion Process**

The general timeline followed for promotion and review is as follows. **The exact dates will be established each fall by the Executive Council, in accordance with any deadlines set by the University, and distributed to Faculty.** Academic staff may apply for promotion each year.

April 30th - deadline to apply for promotion

July 1st,- Merit increment increase (same point value as December 2007 decision)

July 7st (date for this set by faculty) – Deadline to submit Academic Performance Report to Head

September 15th - Deadline for Head to provide written comments on performance and career progress to initial term, contingent term, and limited term academic staff
- Deadline for Head to provide promotion recommendation to academic staff member.

September 23rd - Earliest possible deadline for appeals to FPC (Faculties may set later deadline).

Between October 1-31st - Faculty Promotions Committees meet.

November 7th - Last day for Deans to submit increment and promotion recommendations, including all supporting documentation, to the Chair, General Promotions Committee via Human Resources (A202).
- All staff members must be informed in writing by this date of the recommendation being forwarded, of their right to appeal (if applicable), and of the deadline date for submission of appeals to GPC.

November 15th - Last day to appeal recommendations to the General Promotions Committee. Documentation must be received by the Chair, GPC via Human Resources (A 202) by 16:30 on this date.

December - General Promotions Committee meets.

December – Promotions, Zero recommendations, Appeals, Emeritus recommendations

January - General Promotions Committee reconvenes if necessary.
(GPC Manual 2.7.1 and 2.5.2) GPC review / follow-up meeting.

Please note: Promotions decisions will take effect on April 1.

SECTION E: **Faculty Promotions Committee**

The Faculty Promotions Committee is established in according with Section 6.4 of the APT Manual, June 2008. The key components of the committee and its activities are summarized here.

The regular assessment of the performance of all members of a Faculty, except Heads, Assistant Deans, Associate Deans, and the Dean, shall be reviewed by the Faculty Promotions Committee. All recommendations involving promotion in rank of any academic appointee must be recommended by the Head or Dean's Designate to the Faculty Promotions Committee, which will make recommendations to the Dean, who will in turn make recommendations to the General Promotions Committee.

The Faculty Promotions Committee is a Dean's Advisory Committee. The composition of any Faculty Promotions Committee must adhere to conditions a) through d) below:

a) The composition of the Committee must enable it to retain quorum in all foreseeable cases, e.g. when there is an appeal and all parties to the appeal must absent themselves.
b) Student voting members may never outnumber other voting members.
c) The number of voting members on the Committee (excluding the Chair or other member who votes only to break a tie) shall not be less than 5, unless 20 or fewer academic staff members are being assessed by the Committee, in which case the number may be 4 or, where approved by the Provost & Vice-President (Academic) upon request of a Faculty Council for the given year, 3.
d) Both genders shall be included among the voting academic staff members on the Committee.

Within the Faculty of Veterinary Medicine, the Faculty Promotions Committee shall be struck in the off-year (non-assessment year) and shall be composed of the following members, who shall serve two year terms:

a) the Dean (Chair, voting only to break a tie);
b) all Department Heads (ex-officio) in the Faculty (voting);
c) one member appointed by the Faculty Association (non-voting);
d) One to four members of the Continuing, Contingent Term, or Limited Term academic staff (including Associate/Assistant Deans) designated by the Dean (non-voting; to provide advice on the contribution of the faculty member to mission of the Faculty and to provide continuity to the process); normally, these positions shall include the Associate Dean, Research and Graduate Education, the Assistant Dean, Curriculum, and the Assistant Dean, Clinical Practice..
e) Two student members, one entering year two and one entering year three of the program. The students shall be elected at the beginning of the academic year (in the off-year) and shall serve two years. (voting)..
f) one full-time academic staff member representing each of the basic biomedical sciences, the paraclinical sciences, and the clinical sciences selected yearly through an election process of the Faculty Council in June (by secret ballot) and who are not seeking promotion themselves, for a total of 3 representatives (voting). Note: in all categories, the individual receiving second place votes shall serve as the alternate and shall replace the elected member for all sessions in a given year if the primary elected member is unable to attend FPC meetings.
g) Both genders shall be included amongst the voting academic staff members on the committee. In the event that all of the voting academic members of the FPC are of the same gender, the Dean shall appointment one person of the other gender as an additional voting member of the FPC.

h) If not at least one member of the elected representatives or member appointed under G is a full professor, the Dean shall appoint a full professor to the Committee (voting).
h) Individuals on FPC who are being considered for promotion shall absent themselves for all deliberations related to their level of promotion (e.g. associate professor)

The quorum for a Faculty Promotions Committee shall be fifty-one percent 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 a Faculty Promotions Committee or equivalent. If a Dean is unable or chooses not to serve as the Chair of the Faculty Promotions Committee for part or all of the Committee's deliberations, the Dean shall appoint any academic staff member on the Faculty Promotions Committee (except the Faculty Association's appointee) to serve as the Chair.

The FPC Committee shall deal with promotions in the following order and only after Merit Assessments:

Promotion to Full Professor
Promotion to Associate Professor
Promotion to Senior Instructor
Professor Emeritus and Faculty Professor Appointments
Any issues related to Sessionals or Adjunct Appointments as may arise

SECTION F: TENURE AND APPOINTMENT RENEWAL

Performance leading to tenure and appointment renewal will be evaluated in these areas, as relevant to the stream:

- teaching (education);
- research/scholarship/creative activity; and
- service.

F.1 Initial Continuing Appointments and Tenure

The recommendation for appointment with tenure is made by the Faculty's Academic Review Committee to the Dean. The Dean and the Academic Appointment Review Committee must be satisfied that the candidate has met the criteria for tenure. The procedures of the University APT Manual are followed in assessing tenure and the dates are established each year.

For the purposes of counting years of academic service, the date of June 30 is used to determine years. If a faculty member is appointed between July 1 and September 1, service to the next June 30th shall be considered a full year. For appointments after September 1st, the counting of academic years shall commence on the date of June 30th, as per the APT manual.

Assistant professors and instructors are normally appointed for an initial four year term. After this four year period, the appointment shall be renewed for two years or allowed to lapse (see below for renewal conditions and refer to the APT Manual). Renewal takes place towards the end of the penultimate year of the Initial Term appointment. Application for tenure takes place towards the end of the first year of the two year renewal.

Associate or Full Professors and Senior Instructors are normally appointed for an initial term of four years if with appointment is not with tenure. Consideration for re-appointment *With Tenure* shall take place towards the end of the penultimate year of the Initial Term appointment.

The Head shall inform all academic appointees eligible for consideration for tenure of the procedures to be followed and shall provide them with the necessary forms and Faculty guidelines early in the fall term (normally prior to October 15th). The applicant shall notify the Chair of the Academic Appointment Review Committee by way of a letter of intent and submission of a curriculum vitae by December 1st. On or before February 1, all required materials (specified below) shall be submitted to the Chair of the Academic Appointment Review Committee. The process shall normally be completed by June 30th.

There are procedures for deferral and early consideration. Please refer to Section 5.4 of the University APT Manual, June 2008, for more information.

F.2 Renewal of Initial Term Appointments

Renewal of Initial Term appointments shall follow the Guidelines of the APT Manual (Section 5.6). Renewal or continuation shall only be made after careful consideration and where the Dean and the Head feel that renewal is appropriate based on consideration of the accomplishments of the academic staff member, his/her contribution to the mission and goals of the Faculty, and a reasonable ability to meet tenure requirements. The process shall normally be initiated on or before April 1st of the penultimate year and normally completed by June 30th. All academic appointees who wish to be considered for renewal shall submit all relevant information and forms to the Head on or before April 1st. The Head shall fill in the relevant portions and shall provide a copy of the assessment and recommendation and discuss this with the applicant by April 15th. Any subsequent revisions must be completed and provided to the applicant by April 23rd and provided to the applicant. By May 1st, the Head shall forward the assessment and recommendation to the Dean. The Dean may either accord with the recommendation of the Head or may forward the application to the Academic Appointment Review Committee for further advice. If the case is made by the applicant to the satisfaction of the Head and the Dean, referral to the Academic Appointment Review Committee is not necessarily required. The applicant may always request their case be reviewed by the Academic Appointment Review Committee. Failure to renew an Initial Term appointment is not considered dismissal for cause.

F.3 Criteria for Tenure

1) Candidates for tenure must provide evidence of significant and outstanding contributions in areas that are appropriate to their appointment (e.g. professor or instructor stream). Normally, The Faculty of Veterinary Medicine wishes to ensure excellence in teaching effectiveness and contributions in both streams. Unless specifically stated otherwise in agreement with the Dean, it is expected that professors seeking tenure will have engaged in formal supervision of graduate students or advanced clinical trainees.

   The Faculty of Veterinary Medicine wishes to ensure excellence in research/scholarly activity when tenure in the professorial stream is being considered. Normally, receipt of tenure will only be granted with evidence of promise of a productive research career as evidenced by a publication record appropriate to the discipline and assigned effort, and by receipt of significant external to UCVM research funding as a principal investigator or as a significant and important co-applicant, appropriate to the discipline and assigned effort.

Contributions to service can not replace activities in education or research/scholarly activity.

Contributions from the complete career, including all previous institutions, shall be considered. Contributions shall be assessed as outlined in preceding sections of these guidelines.

2) The applicant for appointment with tenure will be required to provide, on or before February 1st, relevant research/publication, service and education materials, including an application form and an updated curriculum vitae to the Chair of the Faculty's Academic Appointment Review Committee, along with:

a) any documentation supporting excellence in educational activities (such as teaching awards, selected student evaluations, a Teaching Dossier; references or letters of support provided in sealed, signed envelopes), including clinical/professional activities; the candidate shall identify five (instructor stream) or up to five (professor stream) of his/her most important contributions to the academic mission of the Faculty and provide a brief overview of the importance and context of each contribution to the academic mission of the faculty.
b) any documentation supporting excellence in research/scholarly activity, including a list of his/her five (professor stream) most important research/scholarly contributions and a brief written overview of the importance of each contribution and, in multi-contributor works, a definition of the role of the applicant in the work;
c) any documentation supporting excellence in service.
d) all academic staff are encouraged to organize their tenure dossier such that all information is clearly presented and easily accessible. The Faculty shall provide guidelines for the format of the tenure submission.

3) Members of the Academic Appointment Review Committee and referees whose advice is sought by either the Chair of the Committee will receive copies of all relevant material provided.

4) The Chair shall distribute all relevant materials to the referees and the Head in a timely fashion.

F.4 **Role of Department Head in tenure**

F.4.1 The Head of the unit to which the applicant being considered for appointment with tenure belongs will solicit confidential written advice from academic staff at the University of Calgary. The applicant may suggest who the Head should consult outside the Department. Confidential advice to the Head of the Department shall be solicited from:

a) all tenured members of the primary Department and those tenured members of the Faculty of Veterinary Medicine outside of the primary Department but sharing the same discipline or expertise.

b) tenured members of the University who are outside the Faculty but who have direct knowledge of the applicant's academic work. The latter may include members of the applicant's Research Group, Institution, or clinical specialty.

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

F.4.2 The Head, in soliciting such advice, will provide, at least two weeks prior to any deadline for receipt of advice, to every member of the University whose advice is sought:

a) the candidate's curriculum vitae; 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.

F.4.3 The Head will seek written suggestions from the applicant of the names of individuals outside the Department who should be consulted.

F.4.4 The Head will provide the applicant with a list of the individuals whose advice was sought.

F.4.5 If the full time faculty in the Department exceed fifteen members, the Head may strike a departmental committee to review the material submitted by the candidate and provide advice to the Head. The Head shall not provide confidential advice (see 4.1 above) to the committee. Such committees shall not exceed three members of the Department and shall be composed of tenured members only.

F.4.6 Following consultation, the Head shall:
a) fill in the relevant section of the application form based on the material submitted and collected;
b) by April 15th, supply to the applicant the copy of the assessment and recommendation and discuss this with the applicant. The assessment may be revised and returned to the applicant by April 23rd. By May 1, the Head shall forward the completed assessment and recommendation to the Dean, who shall then forward it to the appropriate Academic Appointment Review Committee.

F.5 **Referees**

F.5.1 The Chair of the Academic Appointments Review Committee shall obtain signed, written advice concerning each candidate from at least three referees, as follows:

a) at least two 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 Head(s) each to submit the names of three referees, and may select from those suggested;

b) At least one of the following:

- a senior member of the University but not a member of the candidate's department.
-a senior member of the candidate's department.

c) If the academic staff member has a significant professional/clinical activity component ($\geq$ 30%), a representative of the appropriate DVLC partner where the individual carries out their work

F.5.2 The Chair shall provide these letters to the Head by April 1st. The Head will use these letters when writing the assessment and recommendation.

F.6 **Student Opinion**

The Committee shall receive informed student opinion, which shall be included as part of the Head's report. This shall include a variety of inputs as shall be developed by the Faculty following commencement of undergraduate teaching in 2008.

F.7 **Academic Appointment Review Committee**

F.7.1 Academic Appointment Review Committee Excerpt Summary
The UCVM Academic Appointment Review Committee is established in accordance with Section 5.7 of the ***Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff, U of C 05/22/05.*** **The original composition of the UCVM AARC was approved as part of the APT Guidelines of UCVM in September, 2007 and shall be updated regularly as part of that document.**
The following is a summary description of these University policies and guidelines. The original documents shall rule in case of discrepancies.

I. Purpose
The Academic Appointment Review Committee is advisory to the Dean and is established yearly. The purpose of this committee is to review applications for reappointment *With Tenure* or applications for renewal of a continuing appointment, as referred by the Dean on the recommendation of the Department Head.

II. Committee Composition
A. Membership
i) The Academic Appointment Review Committee (AARC) shall be chaired by the Dean or the Dean's Designate, who shall not be an individual who filled the function of the Head of Department.
i) Each AARC shall be composed of four university academic appointees holding appointments With Tenure, at least one of whom must be from outside the Faculty but within the University of Calgary. The Chair of the AARC shall select the three members from within the Faculty and one member from outside the Faculty form the list of candidates submitted by the Departments, for each AARC. Annually, each Department shall forward a list of two academic members in the Department who have tenure and the names of at least two tenured faculty from outside the Faculty of Veterinary Medicine. It is recommended that at least one member recommended from within the Department should be a full professor.
ii) One or two academic members *With Tenure* appointed by the Dean.
iii) The Head of the candidate being considered shall be present as a non-voting member.
iv) A member appointed by the Faculty Association, who shall be present as a participating but non-voting member of the committee.
v) One UCVM undergraduate and one graduate student representative, elected by their respective student association for a term of one year (non-voting). The student member does not need to be present for the business of an AARC to proceed, although all attempts will be made to include the student members.

The Committee shall include representatives from both genders.

B. Quorum
The remaining criteria for quorum are as specified in Section 5.7.4.2 of the APT Manual:

An Academic Appointment Review Committee may not meet unless the following members are present and both genders are represented:

i) the Chair;

ii) at least two of the academic appointees named in Section 5.7.4.1 b) (four academic appointees holding appointments With Tenure, at least one of whom must be from outside the Faculty, all selected in a manner determined by the Faculty Council and set out in the Faculty guidelines;), one of whom must be from outside the Faculty;

iii) at least one of the members appointed by the Dean;

iv) the Head or equivalent, unless excluded by Section 5.7.5.6;

v) the member appointed by the Faculty Association

C. <u>Meetings</u>

The Committee will meet in accordance with the timelines set out by the University which are updated on the Human Resources website yearly:
http://www.ucalgary.ca/hr/files/hr/academic-appt-review-2007-08.pdf
Each year, the Dean or designate shall notify all Faculty and Chairs of the timelines to be followed for that academic year. In all cases, the notification from the Dean or designate shall provide at least three months notice to faculty for the required submission of documents.

F.7.2 The recommendations from the Academic Appointment Review Committee shall follow the format and direction of Section 5.7.6 of the ***APT Manual: Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff, U of C 05/22/05***.

F.7.3 The Dean shall make a recommendation to the President, through the Provost, as soon as possible, normally prior to June 30th and in no case later than Sept. 1st The applicant shall be notified at the same time of the recommendation of the Committee and of the Dean.

F.7.4 Appeals shall follow the guidelines of Section 5.9 of the ***APT Manual: Procedures Pertaining to Appointment, Promotion and Tenure of Academic Staff, U of C 05/22/05***.

UNIVERSITY OF CALGARY VETERINARY MEDICINE

APPENDIX 1

University of Calgary Faculty of Veterinary Medicine: Guidelines for Academic Selection for Continuing, Limited and Contingent Term Positions

Purpose **1** The purpose of this process is to outline the steps for academic selection.

Procedure **2**

1) A formal Academic Selection Committee approved by the Dean will be established for each faculty position and will be composed of the following:
   a. A minimum of five members and no more than seven members.
   b. The Dean or the Dean's designate (normally the Head) shall serve as the Chair of each committee (voting only to break a tie).
   c. A majority of voting members shall be from the Continuing, Limited Term, or Contingent Term academic staff appointees of the Faculty of Veterinary Medicine
   d. When recruitment is specifically within a Department, at least two members shall be from within the Department and one member shall be from outside the Department.
   e. At least two members shall be from the relevant or related disciplinary area(s), when possible.
   f. Term certain, adjunct faculty, or representatives from the professional veterinary community in Alberta may be invited to serve on the committee in order to ensure appropriate expertise.
   g. At least one Continuing, Limited Term, or Contingent Term academic appointee from outside the Faculty. Normally, this individual would be from the anticipated host Research Institute or research group for the position. In the event that multiple applicants for a position may be hosted in different institutes, more than one outside member may be on the Selection Committee.
   h. The Committee shall include both genders.
2) Quorum for academic selection decisions shall be the chair, plus at least three other members, tow of who must be Continuing, Limited Term, or Contingent Term academic appointees from the Faculty of Veterinary Medicine. In all cases, the majority of members presnt must be Continuing, Limited Term, or Contingent Term academic appointees from the Faculty of Veterinary Medicine.

3) The selection committee shall establish relevant criteria and qualifications for the position and these shall be used to determine a short-list and to evaluate the candidates. The short-listing of candidates may be determined at any time, provided the vacancy has been advertised nationally for a minimum of thirty days.

4) All positions must have an advertising process that is consistent with University of Calgary policy. Advertising will be approved by the Dean or the Dean's designate, normally after review by the Leadership Council.

5) Applicants will be asked to submit a curriculum vitae, names of three references, a statement of teaching interests, a statement of research interests, and where appropriate, a statement of clinical interests. Additional information may be requested by the selection committee.

6) Applications received by the Faculty of Veterinary Medicine will be initially reviewed by the Dean, or the Dean's designate, to determine if the applicants meet the requirements of the position. Following this initial review, the candidates will be short-listed by the selection committee.

7) The Chair of the Selection Committee is responsible for obtaining confidential written references from at least three referees for all short-listed candidates. Letters should comment on factors relevant to the position.

8) The curriculum vitae of all short-listed candidates will be made available to the Faculty of Veterinary Medicine and any other interested faculty at the University of Calgary.

9) The interview process shall normally consist of the following:
    a. The candidate shall be available to meet with members of the Faculty of Veterinary Medicine (including those on the selection committee) from the relevant teaching or research area. Faculty members may meet with the candidate individually or in groups.
    b. The candidate shall be available to meet with members of the relevant host Health Research Institute or research group, individually or in groups.
    c. The candidate shall be presented the opportunity to meet with any specific individuals that they request.
    d. The candidates shall normally meet individually with the Associate Dean Research & Graduate Education, the Assistant Dean, Curriculum, and in the case of applicants for positions with clinical responsibilities, the Assistant Dean, Clinical Programs. The candidate may also meet with the Dean. In the event that an Associate Dean, Assistant Dean or Dean is not available, a designate or acting individual may represent them.
    e. Applicants for clinical positions will normally meet with appropriate veterinary practices associated with the Faculty of Veterinary Medicine in a manner determined by the Assistant Dean, Clinical Programs.
    f. The candidate shall make one or more public presentations. The selection committee shall make the final determination of the appropriate nature of the public presentations, but the presentations should be relevant to the nature of the position (e.g. research, teaching, and/or administration).
    g. Where possible, the research seminars will normally be held the morning of the first day of the visit.
    h. A formal interview with the selection committee will be held, normally towards the end of the candidate's visit.

10) Following completion of the interview, the Chair will solicit written feedback from all faculty or other individuals who met with the candidate. A general call for feedback will go out to the Faculty of Veterinary Medicine and, if appropriate, the anticipated host Research Institute. Informed undergraduate and graduate student input shall be obtained by the committee.

11) Following receipt of all relevant information, the Selection Committee shall rank the interviewed candidates based on the established relevant criteria and their suitability for the position.

12) The Selection Committee shall follow the policy of the University of Calgary in applying minority gender[1] or Employment Equity rules to the selection process.

13) Any recommendation from the Selection Committee for appointment with tenure shall follow the policies of the University of Calgary.

14) The Chair of the selection committee shall present the recommendation of the committee to the Dean.

15) The Selection Committee may choose, for good reason, to recommend no candidate to the Dean.

16) 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.

Parent Policy **3** The Faculty of Veterinary Medicine Academic Selection procedure will follow the procedures for selection and appointment of the University of Calgary (Procedures pertaining to appointment, promotion, and tenure of academic staff, June 2008).

History **4** Drafted: Version 1: September 2006
Approved by Faculty Council, fall, 2006
Redrafted: July 2007
Approved by Leadership Council: July 24, 2007
Approved by Faculty Council: September 11, 2007
Effective: September 11, 2007
Revised by A. Cribb, September 2008
Approved by Leadership Council: September 23, 2008
Approved by Faculty Council: October 8, 2008
Effective: October 8, 2008
Revised: November 25, 2008

[1] APT Manual 2008 Section 4.3.10

Appendix 2:

University of Calgary Faculty of Veterinary Medicine: Guidelines for Appointment of Adjunct Professors and Joint

The Adjunct Professor appointment is a formal academic appointment in the University of Calgary and appointees must adhere to the University policies and codes of conduct true for all academic staff. The general policies regulating Adjunct appointments are governed by the Appointment, Promotions and Tenure (APT) Manual as approved by The General Faculties Council and The Board of Governors of the University of Calgary (June 2008). The relevant policies are as follows:

Section 2.4 Adjunct and Clinical Appointments
2.4.1 Adjunct and Clinical appointments are usually without remuneration, and may be made for periods of twelve months up to five years.
2.4.2 Adjunct and Clinical appointments may be made in any rank or title for individuals who do not currently hold a Continuing, Contingent Term, or Limited Term appointment, or for academic staff members holding an Administrative and Professional position.
2.4.3 An Adjunct or Clinical appointment may be held in one Department, Division, or Faculty concurrently with an appointment of any class in another Department, Division, or Faculty.
2.4.4 Any Continuing, Contingent Term, or Limited Term professorial appointee who holds an Adjunct appointment in another Department, Division, or Faculty shall have the same adjunct rank as their primary appointment. Any change in rank in the Continuing, Contingent Term, or Limited Term appointment shall have a corresponding change in the adjunct rank.

Section 3.13 Requirements for Adjunct or Clinical Appointments
3.13.1 Adjunct or Clinical appointees shall be persons with substantial experience in a profession or discipline who are from outside a Department, Division, or Faculty and who agree to contribute to the educational experience of students on a recurring basis through active participation in the academic programs of a Department, Division, or Faculty.
3.13.2 The nature and extent of the duties of an Adjunct or Clinical appointment shall be decided by mutual agreement between the academic appointee and the Dean or Head, subject in the latter case to the approval of the Dean. The agreed duties shall be incorporated within the letter of appointment.
3.13.3 In exceptional circumstances, a Dean or Head may request the approval of the Dean of Graduate Studies or, when appropriate, the Dean of the Faculty of Environmental Design for an appropriately qualified Adjunct or Clinical appointee to participate in the supervision of graduate students.
3.13.4 Faculties having Adjunct or Clinical appointees shall establish criteria for the assessment of Adjunct or Clinical appointees that maintain the spirit of the criteria for the Rank while maintaining cognizance of the special nature of the form of appointment as well as any expectations spelled out in specific letters of appointment."

The Faculty of Veterinary Medicine (UCVM) Guidelines for the application of these policies are:

Policy Statement 4 Section 4.1 Adjunct Appointments

4.1.1 Appointment as an adjunct academic staff member in UCVM is intended to recognize demonstrable and ongoing contributions to education, research and/or administration in UCVM. The purpose of the appointment may be to accomplish one or more of the following:

- recognize specialized expertise, accomplishments, and contributions to teaching and/or research in UCVM;
- recognize contributions to the planning and/or management of the Distributed Veterinary Learning Community (DVLC) including but not restricted to the affiliated teaching hospitals;
- promote the participation in independent or collaborative research funding by bestowing an appointment title that is well recognized and understood by external funding agencies;
- facilitate and sustain multidisciplinary and translational research.

4.1.2 An Adjunct appointee would not normally be eligible to receive a stipend as part of the appointment, but the appointee may hold a Trust appointment.

4.1.3 The Adjunct appointment does not normally include any commitment in terms of infrastructure or resources and/or renewal of the appointment. The provision of infrastructure, space and/or resources is at the discretion of the host Department.

4.1.4 Adjunct academic staff members are not normally eligible to act as primary supervisors of graduate students, without the special permission of the Faculty of Graduate Studies. Adjunct faculty members are eligible to sit as members of graduate supervisory committees whether they have primary supervisory status or not. Membership on a graduate supervisory committee does not require an academic appointment and is judged solely on the qualifications of the individual as judged initially by the Coordinator of the specific Graduate Program and ultimately by the Faculty of Graduate Studies.

4.1.5 To be considered for Adjunct appointment in the Faculty of Veterinary Medicine a candidate shall normally hold a D.V.M. and/or Ph.D. (or their equivalents). Under exceptional circumstances, individuals holding other terminal degrees will be considered for appointment.

4.1.6 Adjunct appointments shall be made in a UVCM Department but subject to approval by the Dean. The goals and expectations of the appointment, as well as the rights and benefits of the appointee, are to be included in the letter of appointment signed by the Dean, Department Head and appointee.

4.1.7 Adjunct appointments are renewable and appointees shall be informed in writing of the criteria for appointment and renewal.

4.1.8 The Adjunct academic staff appointment in UCVM will be a rank appropriate to their qualifications and expected duties or contributions in either an Adjunct or Clinical appointment. Note that if an Adjunct Professor holds an appointment in another Faculty , that rank will be recognized in the adjunct appointment with UCVM.

4.2 Nomination for Adjunct Appointment

4.2.1 In order to be appointed as an adjunct academic staff member, a nomination letter shall be submitted to the appropriate Department Head, along with a curriculum vitae. For candidates that already hold an academic appointment at the University of Calgary, additional referees are not required as letters of reference are on file. For other candidates, the names and contact information for three referees are required in order that three letters can be obtained for academic appointment purposes.

4.2.2 The Department shall decide on the mechanism for review of the appointment and may include a visit and/or formal presentation to the Department. Some form of direct interview is recommended, but this shall be adapted to the circumstances.

4.2.3 The Department Head provides the CV and a letter of support, explaining the nature of the appointment, to the Dean for review by the UCVM Leadership Council. Upon acceptance by the Leadership Council, the Dean issues the letter of appointment outlining expectations of the appointment to be signed by the Dean, Department Head and appointee.

4.3 Initial Appointment and Renewal

4.3.1 The term of the initial probationary appointment shall normally be for one year, and no more than two years. All appointments will terminate on June 30 consistent with other academic appointments in the University. The initial appointment may be allowed to lapse by mutual agreement or when minimum performance criteria are not met.

4.3.2 Following the initial appointment, an Adjunct Professor may be offered re-appointment for a period of up to five years. Adjunct appointments are reviewed on a yearly informal basis by the Department Head. The Department must conduct a formal review of the appointment at least six months prior to termination of the appointment by an internally determined procedure. Recommendations for re-appointments are forwarded to the Dean and reviewed by the Leadership Council.

4.3.3 Where an appointee fails to meet the performance criteria established by the Department, the appointee shall be informed in writing.

4.3.4 Where an appointee fails to meet the performance criteria in two consecutive years, the appointment will be permitted to lapse and the appointee will be informed in writing.

4.3.5 An Adjunct Professor appointee who receives written notice that the re-appointment is being allowed to lapse may appeal this decision to the Leadership Council. Such an appeal and the grounds thereof shall be in writing to the Dean and must be received within 30 days of the initial notice. The decision of the Leadership Council regarding the appeal shall be final.

5 Section 5 Joint Appointments

5.1.1 Appointment as an joint (secondary) academic staff member in UCVM is intended to recognize demonstrable and ongoing contributions to education, research and/or administration in UCVM by a member who has a primary appointment in another Faculty at the U of C. Joint appointments are expected to have a significantly higher level of activity and participation than an adjunct appointment. The purpose of the appointment may be to accomplish one or more

of the following:

- recognize specialized expertise, accomplishments, and contributions to teaching and/or research in UCVM;
- promote the participation in independent or collaborative research funding by bestowing an appointment title that is well recognized and understood by external funding agencies;
- facilitate and sustain multidisciplinary and translational research.

5.1.2 Joint appointments shall be at the same rank as the primary appointment

5.1.3 Joint appointees shall have the same privileges as other primary academic staff appointments in the Department. Obligations to the Department shall be mutually agreed upon between the applicant and the Department Head. Such obligations shall be clearly identified in the letter of appointment.

5.1.4 Joint appointments shall be made by the Dean on the recommendation of the Department Head following an internal interview process determined by the Department that shall be no less rigorous than that for adjunct appointments. At a minimum, such a process shall contain a public seminar and an interview with at least 3 Department members.

5.1.5 Conditions of the appointment shall be formally described as for a primary appointment and joint appointments may or may not have a financial salary contribution, as determined by the Dean in consultation with the Dean of the primary appointment Faculty.

History 6 Drafted: July 2007
Approved by Leadership Council: July 31, 2007
Approved by Faculty Council: September 11, 2007
Effective: September 11, 2007
Revised by A. Cribb, September 2008
Approved by Leadership Council: September 23, 2008
Approved by Faculty Council: October 8, 2008
Effective: October 8, 2008
Revised: November 25, 2008

UNIVERSITY OF CALGARY VETERINARY MEDICINE

Appendix 3:

University of Calgary Faculty of Veterinary Medicine: Guidelines for Professional Activity commitments

Purpose 1 The purpose of this policy is to establish a clear understanding of academic staff member obligations in terms of time commitment of work in professional practice environments and to ensure that the contributions of academic staff members with clinical/professional assignments are appropriately evaluated for the purposes of tenure.

Scope 2 Academic staff members involved in clinical teaching and activities.

Definitions 3

a) Clinical/professional activities are considered to be an education/teaching commitment for the purposes of promotion and tenure. Any professional activities involving direct (e.g. primary patient care; anesthesiology) or indirect individual animal, herd, or population assessment, diagnosis, or care (e.g. herd health, disease investigation, diagnostic services, radiology, disease investigation) shall be considered clinical activities. (Note: for appointments where clinical service is part of a commitment to university support e.g. within the University animal care system, it shall be considered a service activity and part of administrative service).

b) Clinical teaching, for the purposes of promotion and tenure, will refer to any teaching activity (e.g. to students of any description) engaged in during practicum rotations. It is recognized that teaching of clinical knowledge and skills will also occur during the first three years of the curriculum; however, for the purposes of promotion and tenure, this shall be referred to as simply as teaching. Clinical teaching is considered a specific subset of teaching activities.

c) Practicum rotations are any educational activities one week (more than four hours per day) or more duration that are delivered for undergraduate DVM students during the fourth year of the curriculum. Clinical knowledge and skills delivered during regular structured curriculum time are not considered clinical rotations. Academic staff members may engage in clinical teaching activities during the course of a rotation without supervising or being involved in the full rotation. This shall still be considered practicum rotations. Rotations may be taught in the Distributed Veterinary Learning Community (DVLC), or outside; may be delivered through utilization of randomly presented cases; may be arranged rotations relying on specifically identified case materials, and may or may not involve primary patient care. Activities of less than one week duration (e.g. a castration clinic of one day duration) will not be considered a clinical rotation, but will be considered a special event. Academic staff members will still receive credit for engagement in these activities as teaching activities, but for the purposes of clarity, they shall not be referred to as clinical teaching). A rotation does not necessarily equate directly with clinical activity, as described below. All rotations must be approved by the Faculty through an identified mechanism.

d) Designated practicum teaching rotations refer to rotations that are constructed specifically for the purpose of delivering teaching material. Any rotations that are to be designated clinical teaching rotations will require approval by a curriculum committee and from the Assistant Deans, Curriculum.

e) Quantity of an activity refers to meeting a specific time commitment (eg. thirty percent of academic staff time devoted to an activity; teaching forty hours; delivering two three-week rotations).

f) Quality of an activity refers to how well the activity is performed by the academic staff member.

Policy 4 **Policy: Assessment of time obligation for clinical activity and clinical teaching and for assessment of quality of clinical teaching and clinical activity**

Faculty with clinical activity commitments shall be assigned a distribution of effort in the following categories:

- Research
- Teaching, with a special assignment of clinical activity
- Service, with service divided between administrative service and clinical service.

4.1 Teaching Time

4.1.1 The effort (time commitment; quantity) for teaching shall be determined by incorporating time spent in preparing, developing, evaluating or directly participating in teaching activities in years one through three of the curriculum; time spent at the UCVM facility in preparing or evaluating rotations or students engaged in rotations; time spent in developing teaching material from case or other material arising from clinical activities; and any time spent in developing delivering, or evaluating designated clinical teaching rotations and programs for interns and residents. The distribution of an academic staff member's effort in different teaching activities shall be determined through a joint arrangement of the faculty member, the Head, and the Assistant Dean, Curriculum. Any such arrangements that result in a significant change in effort for an academic staff member must be approved in writing by the Dean and the academic staff member in question.

4.1.2 Assessment of quality of teaching activities shall include all activities engaged in as part of their teaching commitment and all activities teaching activities engaged in while participating in clinical service and for which student teaching evaluations are gathered.

4.2 Clinical/Professional Activities

4.2.1 The time commitment (quantity) for clinical/professional activities shall represent the time to be spent in clinical activities, usually, but not always, within the Distributed Veterinary Learning Community, including the Distributed Veterinary Teaching Hospital. It shall not include time devoted to practicum teaching rotations developed for the purpose of meeting time commitments for teaching (see above paragraph). A percentage of time commitment for clinical/professional activity shall be reserved for engagement in continuing professional development and scholarly activities (e.g. case reports, etc) related to clinical activities (this percent time shall normally constitute approximately five to ten percent of the total time commitment for clinical activity (e.g. a faculty member with a forty percent clinical activity commitment would have five percent of their total time for professional development/scholarly activities related to

clinical activity and spend thirty-five percent of their time in actual clinical service activities). Designated clinical teaching rotations shall not count towards meeting clinical activity commitments. The distribution of an academic staff member's effort in clinical/professional activities shall be determined through a joint arrangement of the academic staff member and the Head, in consultation with the Assistant Dean, Clinical Practice, and approved by the Dean.

4.2.2 Assessment of quality of clinical/professional activities shall include all clinical activities engaged in as part of clinical commitments or as clinical teaching activities, as well as other activities as specified in the UCVM Appointment, Promotion and Tenure documents.

4.3 Administrative Service
4.3.1 The time spent on administrative service (e.g. university committees, etc) shall be assigned and agreed upon separately from clinical service. It shall be evaluated according to UCVM Appointment, Promotion and Tenure documents.

4.3.2 Example of an Assessment of Quantity and Quality of Activities of Academic Staff Member:

Activity:	Research	Teaching: General Activity	Clinical Activity	Service
Percent Distribution of effort	X%	Y%	Z%	V%
Activities within envelop for assessing % effort	Research and scholarly activity, including research and/or scholarly activity associated with clinical activities.	All teaching in years 1 - 3, designated clinical teaching rotations, and other teaching support activities engaged in on campus	Time spent in rotations (not designated clinical teaching rotations), clinical activities outside of clinical rotations, or in PD activity related to clinical service	Administrative, community and government service, as outlined in APT document
Quality of Activity	See APT document.	To include all teaching activities in years 1 - 3; all clinical teaching rotations; and continuing education/professional development activities	See APT document for assessment of quality; includes assessment of clinical teaching quality	See APT document

History 5 This policy was developed in the fall of 2006 through the work of a committee composed of the Dean, Associate Dean (Clinical Programs), and clinical academic staff and was approved by the Executive Committee that existed at that time.

This policy has been updated to be consistent with the development of new terminology (e.g. Distributed Veterinary Learning Community; Clinical Activity) and the shifting of clinical activity to the Education/Research portfolios.

Re-drafted: July, 2007
Approved by the Leadership Council: August 14, 2007
Effective: August 14th, 2007
Revised by A. Cribb, September 2008
Approved by Leadership Council: September 23, 2008
Approved by Faculty Council: October 8, 2008
Effective: October 8, 2008
Revised: November 25, 2008

APPENDIX 4: UCVM COMMITTEES

The following are considered service committees or activities:

Academic Appointment Review Committee
Admissions Committee
Animal Care Committee
Diagnostic Services Committee
DVLC Management Committee
DVM Academic Student Review Committee
Faculty Promotions Committee
Occupational Health and Safety Committee
Professional Practice Committee
Research Committee
Safety Improvement Teams
Government and International Relations Committee
Health and Safety Committee
Search and Selection Committees
Chair of any committee

The following are considered education committees (and are considered part of educational activity):
Curriculum Committee
1 Year Teachers Committee
2 Year Teachers Committee
3 Year Teachers Committee
4 Year Teachers Committee
Graduate Education Committee
Student Affairs Committee

APPENDIX 5A: MERIT ASSESSMENT FORM FOR PROFESSOR STREAM

UNIVERSITY OF CALGARY FACULTY OF VETERINARY MEDICINE

MERIT ASSESSMENT FORM FOR PROFESSOR STREAM

DEPARTMENT: REPORTING PERIOD:
NAME: CURRENT RANK:
YEAR APPOINTED: INITIAL RANK:

Note: This summary assessment form follows the Academic Performance Report. Order does not reflect relative importance. This form should provide a summary of key activities reported in the APR, but the APR serves as a detailed, complete summary of activities. The Assessment should address both the quantity and quality of work within each area. Please refer to section 6.5.1 in the UCVM Guidelines for Appointment, Promotion and Tenure of Academic Staff for merit increment scales.

1. RESEARCH & SCHOLARSHIP Per cent effort:_____ X Assessment of R&S:_____ =Total R&S merit: _____

1.1 Publications: *(indicate number in each category, total/published/in press)* peer-reviewed _____ book chapters _____ invited _____ abstracts _____other:_____

Assessment:

1.2 Research: (source and amount in this reporting period)
Received:

Applied for:

Assessment:

1.3 Summary of Research and other scholarly activities:

1.4 Over-all Assessment:

2. TEACHING Per cent effort:_____ X Assessment of teaching:_____ = Total teaching merit:_____

2.1 Graduate and Undergraduate Students (MSc/Graduate/Clinical; course work and supervision; project supervision):

Assessment:

2.2 U of C Credit Courses (undergraduate and graduate):

Assessment:

2.3 Clinical or Professional Activity (weeks of clinical activity/summary of activity):

Assessment:

2.4 Other educational activities, including curriculum development, educational committee work, and scholarly activity related to educational work:

Assessment:

2.5 Community and off-campus teaching (eg delivery of CE or PD courses; must have been evaluated to count as teaching):

Assessment:

2.6 Continuing education/professional development courses (to enhance teaching):

Assessment:

2.7 *Over-all assessment*:

3. **SERVICE** **Per cent effort:_____ X Assessment of service:_____ = Total service merit:_____**

3.1 University Committees: (state role: member , chair)

Assessment:

3.2 External Committees (regional, national, international): (state role)

Assessment:

3.3 Other Service (services to public or government; regional, national, international):

Assessment:

3.4 Continuing education/professional development:
Presentations: regional____ national _____ international ____

Assessment:

3.5 ***Over-all assessment**:*

4. **GENERAL COMMENTS** *(Department Head use)*

5. OVER-ALL MERIT ASSESSMENT RECOMMENDATION
(Note: if any of above categories are zero, total merit assessment recommendation shall normally be zero unless there are exceptional circumstances)

Department Head Merit Assessment (total of merit assessment, rounded to nearest 0.2)): _____

Recommended for promotion to: _____

DEPARTMENT HEAD SIGNATURE: _____DATE_____

Faculty Promotion Committee Merit Assessment (if different from Head): _____
Promotion recommended: yes____ no_____
Comments:

FPC Adjusted Merit Increment, if required _____

Dean's recommended Merit _____
Comments:

6. MERIT INCREMENT and PROMOTION RECOMMENDATION TO GPC:
INCREMENT RECOMMENDED:_____PROMOTION RECOMMENDED: YES _____ NO _____
Signature of the Dean:_____ Date:_____

COPY TO FACULTY MEMBER ON _____ DATE _____

Please note: Appeals against this recommendation may be addressed in writing to the Chair of the General Promotions Committee, and must be received by _____

Promotions Committee, and must be received by _____

APPENDIX 5B: MERIT ASSESSMENT FORM FOR INSTRUCTOR STREAM

UNIVERSITY OF CALGARY FACULTY OF VETERINARY MEDICINE

MERIT ASSESSMENT FORM FOR INSTRUCTOR STREAM

DEPARTMENT: REPORTING PERIOD:
NAME: CURRENT RANK:
YEAR APPOINTED: INITIAL RANK:

Note: This summary assessment form follows the Academic Performance Report. Order does not reflect relative importance. This form should provide a summary of key activities reported in the APR, but the APR serves as a detailed, complete summary of activities. The Assessment should address both the quantity and quality of work within each area. Please refer to section 6.5.1 in the UCVM Guidelines for Appointment, Promotion and Tenure of Academic Staff for merit increment scales.

1.0 TEACHING Per cent effort:_____ X Assessment of teaching:_____ = Total teaching merit:_____

1.1 Graduate and Undergraduate Students (MSc/Graduate/Clinical; course work and supervision; project supervision):

Assessment:

1.2 U of C Credit Courses (undergraduate and graduate):

Assessment:

1.3 Clinical or Professional Activity (weeks of clinical activity/summary of activity):

Assessment:

1.4 Other educational activities, including curriculum development, educational committee work, and scholarly activity related to educational work:

Assessment:

1.5 Community and off-campus teaching (eg delivery of CE or PD courses; must have been evaluated to count as teaching):

Assessment:

1.6 Continuing education/professional development courses (to enhance teaching):

Assessment:

1.7 *Over-all assessment*:

2. **SERVICE Per cent effort:_____ X Assessment of service:_____ = Total service merit:_____**

2.1 University Committees: (state role: member , chair)

Assessment:

2.2 External Committees (regional, national, international): (state role)

Assessment:

2.3 Other Service (services to public or government; regional, national, international):

Assessment:

2.4 Continuing education/professional development:
Presentations: regional____ national _____ international ____

Assessment:

2.5 ***Over-all assessment****:*

3. **GENERAL COMMENTS** *(Department Head use)*

4. OVER-ALL MERIT ASSESSMENT RECOMMENDATION
(Note: if any of above categories are zero, total merit assessment recommendation shall normally be zero unless there are exceptional circumstances)

Department Head Merit Assessment (total of merit assessment, rounded to nearest 0.2)): _____
Recommended for promotion to: _____

DEPARTMENT HEAD SIGNATURE: _____DATE_____

Faculty Promotion Committee Merit Assessment (if different from Head): _____
Promotion recommended: yes____ no_____
Comments:

FPC Adjusted Merit Increment, if required _____

Dean's recommended Merit _____
Comments:

6. MERIT INCREMENT and PROMOTION RECOMMENDATION TO GPC:

INCREMENT RECOMMENDED:_____PROMOTION RECOMMENDED: YES _____ NO _____

Signature of the Dean:_____ Date:_____

COPY TO FACULTY MEMBER ON _____ DATE _____

Please note: Appeals against this recommendation may be addressed in writing to the Chair of the General Promotions Committee, and must be received by _____

UNIVERSITY OF CALGARY VETERINARY MEDICINE

APPENDIX 6

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?

A.8 Has the candidate made major or significant contributions to the profession of veterinary medicine or their specialty?

B TEACHING (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 CLINICAL/PROFESSIONAL ACTIVITY

Please comment on the clinical or professional activity of the candidate, including demonstrated excellence, leadership, and/or innovation.

D SERVICE/LEADERSHIP

D.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 that are relevant to the candidate's application:

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

D.2 Please comment on whether the level of this service is appropriate for the promotion sought by the candidate.