

FACULTY OF ARCHITECTURE, UNIVERSITY OF MANITOBA

TENURE: POLICIES, PROCEDURES AND CRITERIA

(Approved by vote of UMFA Members and Associate Deans on May 7 2019)

This document summarizes the policies, procedures and criteria related to **Tenure** within the Faculty of Architecture. It is available on the Faculty of Architecture website at: http://umanitoba.ca/faculties/architecture/facstaff/academic_handbook/tenureandpromotion.html. The current Collective Agreement between the University and the Faculty Association forms the basis for this document and all members of the Faculty should familiarize themselves with that document, a copy of which is available for consultation in the Dean's Office and on the University and UMFA web sites. The terms and conditions of the current Collective Agreement shall take precedence over these "Tenure: Policies, Procedures and Criteria."

The Faculty of Architecture document *Guidelines for Tenure and Promotion* complements this document and should be read in conjunction with it. Those applying for Tenure should also refer to the *Responsibilities of Academic Staff with Regard to Students* (ROASS) of the University of Manitoba.

Anyone having questions about the content of this document should contact their Head/Program Chair; if it is a matter of whether this statement contains an incorrect interpretation of the Collective Agreement, the Dean should be informed of this immediately. Anyone who would like to see future changes made with respect to the procedures and criteria should communicate this to their Head and, in cases where the change would be to a provision derived from the Collective Agreement, to the Faculty Association.

The "Tenure: Policies, Procedures, and Criteria" document describes Tenure processes in the Faculty of Architecture, provides direction for Tenure Committees in the Faculty of Architecture, and acts as a guide for individual faculty members in the continuing development of their academic careers.

Underlying the intent of the "Tenure: Policies, Procedures and Criteria" document is the desire to foster a collegial atmosphere within the Faculty. This document is meant to be viewed as supportive, recognizing **all** aspects of individual academic and professional achievement.

In evaluating Candidates for Tenure, there is an obligation on the part of the Faculty to assess Candidates' achievements consistently and fairly and also to assess those achievements within the academic framework of the Faculty.

1. Criteria for Evaluation of an Application for Tenure

The Faculty of Architecture document *Guidelines for Tenure and Promotion* provides much more detailed information related to the criteria for Tenure in the Faculty of Architecture and complements this document; it should be read in conjunction with this document.

As per section 19.D.1.6 of the Collective Agreement the Tenure criteria and weightings to be used for each Tenure Candidate are those that were in place when their probationary appointment started, unless the Candidate agrees to use more recently revised criteria and weightings.

The recommendations ultimately arrived at by a Tenure Committee are based on an assessment of the academic attributes and performance of assigned duties of a Candidate by their peers.

Tenure shall be recommended in instances where the Candidate provides material evidence of:

- a successful teaching record sustained over a reasonable period of time;
- significant attainment in scholarship;
- contributions to service and other assigned duties to the Faculty, the University, and/or the professional or academic communities to which the member belongs.

Emphasis is to be placed primarily on teaching and scholarship, though consideration will be given to contributions in the various types of relevant service.

In all assessments, the individual strengths of the Candidate shall be recognized and the academic needs of the Faculty shall be taken into account. It is intended that the level of attainment in all the attributes shall reflect recent and current activities. On all three criteria, the Tenure Committee shall make recommendations taking into account the Candidate's accomplishments to date, and an assessment of the prospect that they are likely to continue to make meaningful contributions as a teacher, scholar, and member of the academic community.

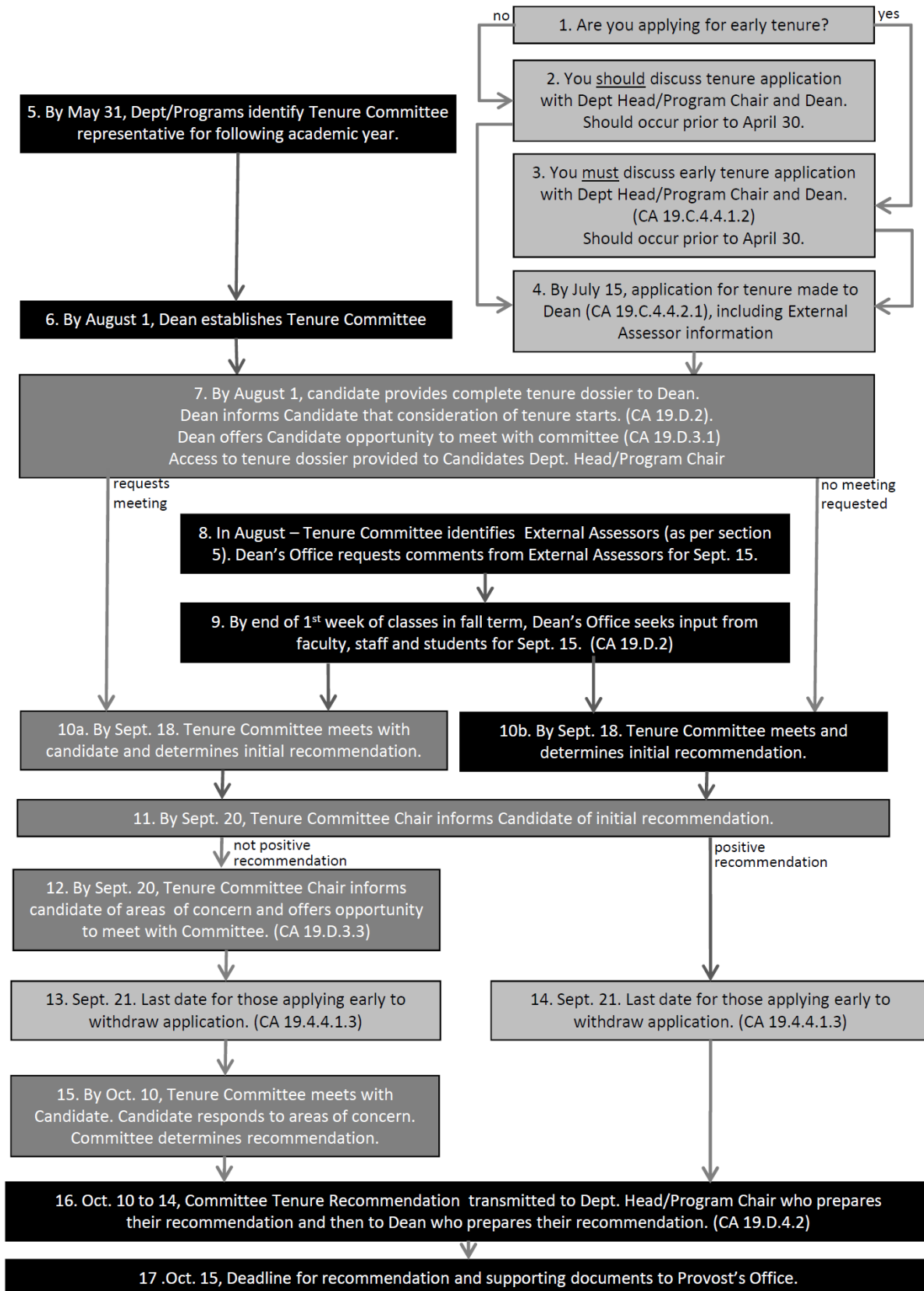
2. Combining Tenure and Promotion in the Faculty of Architecture

As specified in the Collective Agreement, the procedures related to Tenure and Promotion are treated separately. In some instances, a Candidate may wish to apply for Tenure and Promotion at the same time, in which case the procedure indicated in section 19.D.1.9 of the Collective Agreement will be followed. In all such instances, the Candidate should consult with the Department Head/Program Chair and the Dean, and ensure that they have complied with the relevant articles of the Collective Agreement, and Faculty of Architecture policies related to **both** Tenure and Promotion.

3. Effective dates and deadlines

Candidates for Tenure should read all the relevant sections of the University of Manitoba-UMFA Collective Agreement. Applications for Tenure must be made in writing to the Dean, Faculty of Architecture no later than July 15th of any given academic year, with the complete tenure dossier (including External Assessor information) submitted to the Dean's Office not later than August 1st of any given year. The flowchart on the next page includes specific deadline dates for Tenure proceedings. Note that the schedule may be subject to variation depending upon calendar dates, and administrative requirements.

Faculty of Architecture Tenure Process



4. Tenure Support Materials

Candidates for Tenure are required to present evidence of their teaching, scholarship and service. Candidates are responsible for determining the content of their supporting materials. Each Candidate is urged to seek advice from colleagues who have recently prepared a successful Tenure package. It shall be the Candidate's responsibility to provide the salient supporting documentary evidence with respect to teaching, scholarship and service that they wish to be taken into consideration, and which the Candidate believes would assist the Committee in its deliberations. The Committee may seek additional information, if it so chooses. The Candidate is encouraged to use the resources available from the Centre for Advancement of Teaching and Learning to help guide the preparation of a Tenure Dossier.

One digital and one hard copy of the Tenure Dossier is to be submitted by August 1 which includes:

- **Part A** of the Tenure Application available at:
http://www.umanitoba.ca/admin/vp_academic/fac_dev_forms.html
- a **Curriculum Vitae**, in addition to completing the **Part A**
- a **Statement regarding Teaching, Scholarship and Service**, which summarizes and synthesizes their approach to these activities
- a **Teaching Dossier** (which may include a statement of teaching philosophy, teaching responsibilities, course outlines, assignments and evaluation instruments, samples of noteworthy student work, a summary and examples of student commentary, and evidence of other teaching activities and accomplishments)
- a **Scholarship Dossier** including evidence of the Candidate's scholarly program, current (in-progress) activities, and projected future scholarly activities;
- a **Service Dossier** detailing their administrative contribution.
- names of five **External Assessors**, including a brief summary of each External Assessor's expertise and contact information for each External Assessor.

It is acknowledged that the disciplinary background and activities of individual candidates for tenure and their respective duties may suggest modification of the foregoing structure of the Tenure Dossier.

Recognizing the time Tenure Committee members and External Assessors will need to review the Tenure Dossier Candidates are encouraged to:

- focus on the impact, outcomes and contributions of their teaching, scholarship and service in a manner that highlights their most important accomplishments, rather than presenting the entire volume of their work,
- endeavour to minimize repetition of same information in different sections of the Dossier, and
- prioritize and curate their accomplishments and consider the use of Appendices for supplementary content.

5. External Assessors

The names of FIVE (5) External Assessors will be submitted by the Candidate as part of the Tenure Application due on August 1. All External Assessors may or may not be contacted by the Tenure Committee, but in all cases, a minimum of THREE (3) External Assessors will be contacted. The External Assessors should be knowledgeable about the teaching, scholarship and/or service record of the

Candidate. Candidates should ensure that External Assessors submitted are consistent with the Declaration in Appendix 1.

The Candidate shall provide a brief summary of each Assessor's expertise and full contact information. The Tenure Committee may choose to contact TWO (2) additional External Assessors at its discretion, but shall do so only in consultation with the Candidate. Candidates shall have no contact with any of the suggested External Assessors during the review of their application. A digital copy of the Candidate's Tenure Support Materials will be provided to each External Assessor. (Appendix 2 and Appendix 3 provide a sample letter and guidelines sent by the Dean's Office to assist External Assessors.)

6. Tenure Committees

- a. Each year, the Dean shall be responsible for establishing a Faculty-based Tenure Committee, consistent with section 19.D.1.1(a) of the Collective Agreement, composed of eight (8) tenured Professorial rank faculty members. The Dean may invite one additional faculty member with a probationary appointment to be a non-voting observer of the Committee.

Five members of the Tenure Committee will be those elected by each of the five Department/Program Councils of the Faculty of Architecture. The remaining three members will be appointed by the Dean with consideration to ensure that to the extent possible the Committee:

- has gender parity,
- should have representation of all Professorial ranks,
- has members with the special expertise with respect to the sub-disciplinary area of the Candidate necessary to assess the Candidate's record of accomplishments.

The three members appointed by the Dean may be different for candidates from the different departments/academic units of the Faculty.

- b. Candidates for Tenure shall not choose directly any member of their Committee, but will be informed of the Committee membership.
- c. Members appointed shall not have (or be perceived to have) a vested interest in the Tenure consideration or a conflict of interest in relation to the Candidate.
- d. For a Candidate who is from a very small Department/Program, or who is the Head/Program Chair or Acting Head/Program Chair of a Department/Program, or who holds a cross-appointment with another unit, the Dean and/or the Department Council shall follow procedures as close to those laid down here as is practical.
- e. The Head/Program Chair of the Candidate's Department/Program does not serve in any capacity on the Tenure Committee, as the Head/Program Chair makes an independent recommendation regarding the Candidate's Tenure recommendation. The Head/Program Chair attends meetings of the Tenure Committee to act as a resource to the Committee as called on by the Chair of the Committee. All correspondence between the Head/Program Chair and the Committee is through the Committee Chair.
- f. The Dean or their designate shall be the non-voting Chair of each Tenure Committee. Prior to the first meeting, the Dean writes the notice of appointment to all members of the Tenure Committee and identifies the Committee Chair. The Chair shall then write to all members of the Tenure Committee, informing them of the time and place of the first meeting, and asking them to study

thoroughly (and keep confidential) all Tenure Support Materials, including material provided by the Head, by the Candidate, and by faculty members and students.

- g. The Committee's deliberations are confidential, both during the Tenure consideration and afterwards.
- h. The Tenure Committee Chair is responsible for managing the Tenure Committee's deliberation processes, taking minutes of meetings and writing all Committee correspondence.

7. Procedures

The Tenure process is summarized by the flowchart on page 3 of this document.

a. Department-level procedures

Candidates for Tenure are encouraged to discuss their Tenure consideration with their Department Head/Program Chair and Dean well before the July 15 application deadline (Flowchart box 2). Candidates for early Tenure must discuss their tenure consideration with their Department Head/Program Chair and Dean preferably before April 30 (Flowchart box 3).

b. Faculty-level procedures

- i. The non-voting Chair of the Tenure Committee (i.e., the Dean or their designate) is responsible for ensuring that the procedures followed by the Committee reflect due process, and are in keeping with the appropriate provisions of the Collective Agreement and the criteria and weightings of the Faculty, so that a just and defensible recommendation can be achieved.
- ii. The Candidate being considered for Tenure will be given at least one opportunity to meet with the Tenure Committee, but is not obliged to do so (Flowchart box 7).
- iii. As per section 19.D.2 of the Collective Agreement, no later than the end of the first week of the fall term the Dean's Office makes known the Candidates for tenure and will invite submissions to the tenure committee from faculty, staff and students (flowchart box 9) using the sample letter of Appendix 4.
- iv. No meetings of a Tenure Committee shall be held without every Committee member being present and no general discussion of Candidates shall take place without every member being actually present in the room at the time, except in the event of extraordinary circumstances and at the discretion of the Chair.
- v. At the first meeting, the Chair reviews the Tenure process and relevant procedures and regulations. The Chair will remind Committee members that the meetings are confidential, both during the Tenure consideration process and afterwards. The material submitted for the Candidate is checked to ensure that each Committee member has access to material submitted to the Committee by the Candidate(s), the Head/Program Chair, other faculty members, and/or students.

- vi. All Committee members are urged to pool their information, both favourable and unfavourable. The Committee may, through its Chair, request further information from the Candidate or from other persons.
- vii. In all communications with the outside External Assessors, there is to be no hint of whether or not the Dean, Head/Program Chair and Committee members are already inclined to be favourably or unfavourably disposed with respect to granting of Tenure.
- viii. The Chair of the Tenure Committee shall carry on all correspondence with External Assessors, the Candidate for Tenure or any other communications on behalf of the Committee.
- ix. As per section 19.D.5.1 of the Collective Agreement, the Candidate will receive a copy of each submission to the Tenure Committee as soon as is practical, but not longer than 10 days after receipt of the submission; from which any clear means of identifying the author have been deleted.
- x. Committee members are urged to make up their minds independently, and never to allow their vote to be determined by someone else. Each Committee member is urged to scrupulously avoid letting any reservations or negative considerations influence their vote in a negative way, unless these matters have been communicated to the Candidate through the Chair and the Candidate has been invited to appear before the Committee to address those matters. If the Committee determines that as a result of its deliberations it cannot come to a positive recommendation for Tenure, the Committee will follow the procedure of section 19.D.3.3 of the Collective Agreement, indicating to the Candidate in writing the concerns of the Committee and giving the Candidate an opportunity to speak to these concerns at a future meeting of the Committee (Flowchart box 12). The Committee Chair will meet with the Candidate to discuss the concerns and consider a date for the Candidate to meet with the Committee.

If the Candidate appears before the Committee, the Chair is to begin the discussion by summarizing the concerns communicated to the Candidate earlier, and mention that if, during the discussions, a Candidate is asked an additional question for which they are not prepared, the Candidate will be provided with another opportunity to meet with the Committee.

The Candidate may choose to be accompanied by another faculty member of the Faculty of Architecture. If a Candidate chooses to be accompanied by another faculty member during such a meeting with the Committee, the Candidate must nonetheless speak for themselves, and not through the other faculty member. Further, the other faculty member must leave with the Candidate, and may not be present during the Committee's deliberations.

All Committee members are urged to help in ensuring that the Candidate has understood the nature of the concerns expressed, and has been provided with every reasonable opportunity to respond to them. Before a Candidate leaves the meeting, which they have been invited to attend, the Chair shall ask the Candidate whether they feel that any questions or comments were unfair (and if so, in what way), and whether additional time to prepare responses is needed.

- xi. All voting is open and recorded, although (as with all the proceedings of the Tenure Committee) it is to be kept strictly confidential. There is no formal rule against abstentions, but Committee members are strongly discouraged from abstaining. Prior to the vote being taken, the Chair shall

remind the Committee that no one is to vote negatively on the basis of reservations and negative considerations not clearly presented to the Candidate and to which the Candidate has not had an opportunity to respond.

- xii. The Tenure Committee shall evaluate the application and supporting evidence and shall make its recommendation to the Dean (flowchart box 16). The Chair shall report in writing all recommendations (positive or negative), together with the specific reasons related to the criteria established by the Faculty of Architecture, to the Candidate, Department/Program Chair, and the Dean.
- xiii. After considering the Application for Tenure Part A Form and supporting material submitted by the Candidate and following receipt of the Tenure Committee's report, the Department Head/Program Chair of the Candidate's Department/Program shall make a recommendation on Tenure to the Dean for each faculty member who has submitted a duly completed application for Tenure and has not subsequently withdrawn it. The recommendation of the Head/Program Chair shall be related to the criteria and weightings established by the Faculty of Architecture. The Dean shall deliver a copy of this recommendation and reasons to the Candidate.
- xiv. The recommendation of the Dean shall be in writing, and accompanied by the specific reasons related to the criteria and weightings established by the Faculty of Architecture. The Dean shall deliver a copy of the recommendation and reasons to the Candidate.
- xv. The Dean shall transmit the Tenure Committee's recommendation, their own recommendation, and that of the Department/Program Director to the Provost and Vice-President (Academic) by October 15 (flowchart box 17).

APPENDIX 1

Assessor's Report

PART 1

INSTRUCTIONS TO EXTERNAL ASSESSORS: External assessors' reports are used to assist University of Manitoba tenure and promotion committees in making recommendations regarding candidates. At the University of Manitoba, tenure and promotion are independent processes governed by separate articles of the Collective Agreement. Further, in the various faculties/schools at the University of Manitoba, the criteria for tenure and promotion are distinct. (Please refer to the guidelines attached to the application.) **If the application you are asked to assess involves both tenure and promotion, we ask that you complete a separate assessment for tenure and for promotion. Please note that the global assessment sections for tenure and promotion are different.**

In making your assessment of the candidate, it is understood that there may be some areas of performance where external assessors may not have direct knowledge. **We ask that you comment on each criterion to the extent that you are able, based on the evidence available to you in the application and supplementary materials provided.**

Please complete and sign the declaration on page 1. Please complete the section pertaining to tenure, if applicable, and/or the section pertaining to promotion, if applicable.

Thank you in advance for serving as an external assessor. Your report should be received in the Office of the Dean/Director by no later than _____.

Declaration

I affirm that I am able to provide an independent assessment of the candidate. By independent, I mean that:

- I have not co-published with the applicant.
- I have not worked on a research grant or contract together with the applicant.
- I did not supervise the applicant as a PhD student.
- I have not been supervised by the applicant.
- I do not have common business interests or other conflicts of interest.

Date

Signature

PART 2

ASSESSMENT OF APPLICATION FOR TENURE

1. GLOBAL ASSESSMENT : TENURE Using the descriptors below, please indicate your assessment of the application by placing an 'X' in the appropriate box.

Compelling case for tenure.	
Evidence of strength providing a worthy case for consideration.	
Evidence of strength in a number of areas, but not sufficient to achieve tenure.	
Weak case for tenure falling well short of what is required.	

2. Contributions to Teaching and Learning

(A) Please provide comments on the applicant's performance in the area of teaching and learning.

(B) Other comments

3. Contributions to Scholarship

Please provide comments on the applicant's contributions to scholarship.

(A) Other comments

4. Contributions to Service to the University and to the Community

(A) Please provide comments on the applicant's contributions to service.

(B) Other comments

5. Other General Comments

APPENDIX 2

Sample Letter to External Assessors

Dear _____:

Professor _____ has been an Assistant Professor in the Faculty of Architecture for _____ years and has now applied for Tenure.

In submitting their Tenure application, Professor _____ has identified you as an External Assessor. On that basis we wish to solicit comments from you regarding their teaching, scholarly work and service.

The Tenure Committee values your comments and will find them of critical importance in their deliberations. To facilitate your response, we are enclosing copies of the Faculty of Architecture *Guide for Letter of Reference: Tenure* “Guidelines for Tenure and Promotion” and *Tenure: Policies, Procedures and Criteria* together with a digital copy of their Tenure Support Materials. We would appreciate a letter from you by _____, if at all possible.

We thank you in advance for taking time to write this letter. Please address your comments to _____, Chair of the _____ Tenure Committee, c/o the Dean’s Office. Your insights will be greatly appreciated. In accordance with the Collective Agreement between the University and the Faculty Association, your letter (with identifying marks removed) will be shared with the Candidate.

Chair, _____ Tenure Committee

APPENDIX 3

Guide for External Assessors: Tenure Faculty of Architecture

You are being asked by the Faculty of Architecture at the University of Manitoba to provide comments on a Candidate who is seeking Tenure. Your comments are important to the process of evaluation. Please use the following criteria to guide you in the preparation of your letter. You should not be limited by the criteria, but please add other noteworthy comments as you deem appropriate.

1. *Criteria for Tenure*

Consideration for Tenure in the Faculty of Architecture is guided by rules and regulations of the University of Manitoba and the Faculty's *Tenure: Policies, Procedures and Criteria*, and *Guidelines for Tenure and Promotion*. Consideration for Tenure includes evidence of **successful Teaching** sustained over a reasonable period of time, **significant** attainment in **Scholarship** (Applied Scholarship, Creative Work, Professional Practice and/or Research), and a **satisfactory** record of **Service**.

Please provide your comments in light of the foregoing.

2. *Knowledge of the Candidate*

Please provide a brief description of your knowledge of the Candidate, length of time known, and relationship to the Candidate.

3. *Evaluation of Teaching, Scholarship and Service*

a) *Evaluation of Teaching* (if applicable)

Please provide a description of your opinion of the Candidate's teaching ability, contribution to student education, advancement of knowledge and basis upon which you frame your opinion.

b) *Evaluation of Scholarship* (if applicable)

Please provide a description of your opinion of the Candidate's scholar, significance of scholarship, contribution to knowledge and the professions.

c) *Evaluation of Service* (if applicable)

Please provide a description of your opinion of the Candidate's contribution to the community, profession or other administrative service contribution and basis upon which you frame your opinion.

APPENDIX 4

Sample Letter for Faculty and Students

TO: All Faculty of Architecture Academic Staff [or Students]

FROM: _____, Chair
_____ Tenure Committee

SUBJECT: _____'s Application for Tenure

Professor _____ has been an Assistant [or Associate] Professor in the Faculty of Architecture for _____ years and has now applied for Tenure.

In accordance with the Collective Agreement between the University and the Faculty Association and the Faculty's *Tenure: Policies, Procedures and Criteria*, the Tenure Committee wishes to solicit comments from you regarding their teaching, scholarship and service.

The Committee consisting of _____ values your comments and will find them important in their deliberations.

Please address your comments to _____, Chair of the _____ Tenure Committee, c/o the Dean's office no later than _____.

As per the Collective Agreement requirements, a copy of all comments (with identifying marks removed) will be forwarded to the Candidate.