

# Information Session: Promotion to Full Professor and Full Librarian

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# Regulatory Context

- [Employment of Tenure Track and Tenured Academic Staff, Regulations Relating to](#) (section 8)
- [Employment of Librarian Staff, Regulations Relating to the](#) (section 4)
- [Promotion Dossier Guidelines](#)

# Timing of Promotion Consideration

There is no specified timing for promotion consideration:

- A Chair can recommend a staff member for consideration at any time.
- A staff member who has held the rank of Associate Professor for at least 5 years may request consideration by the departmental promotion committee.
- A staff member who has held the rank of Associate Professor for at least 10 years may request consideration by the Principal, if the ordinary route is unviable for any reason.

# Academic Duties

Criteria for promotion are based on the performance of academic duties:

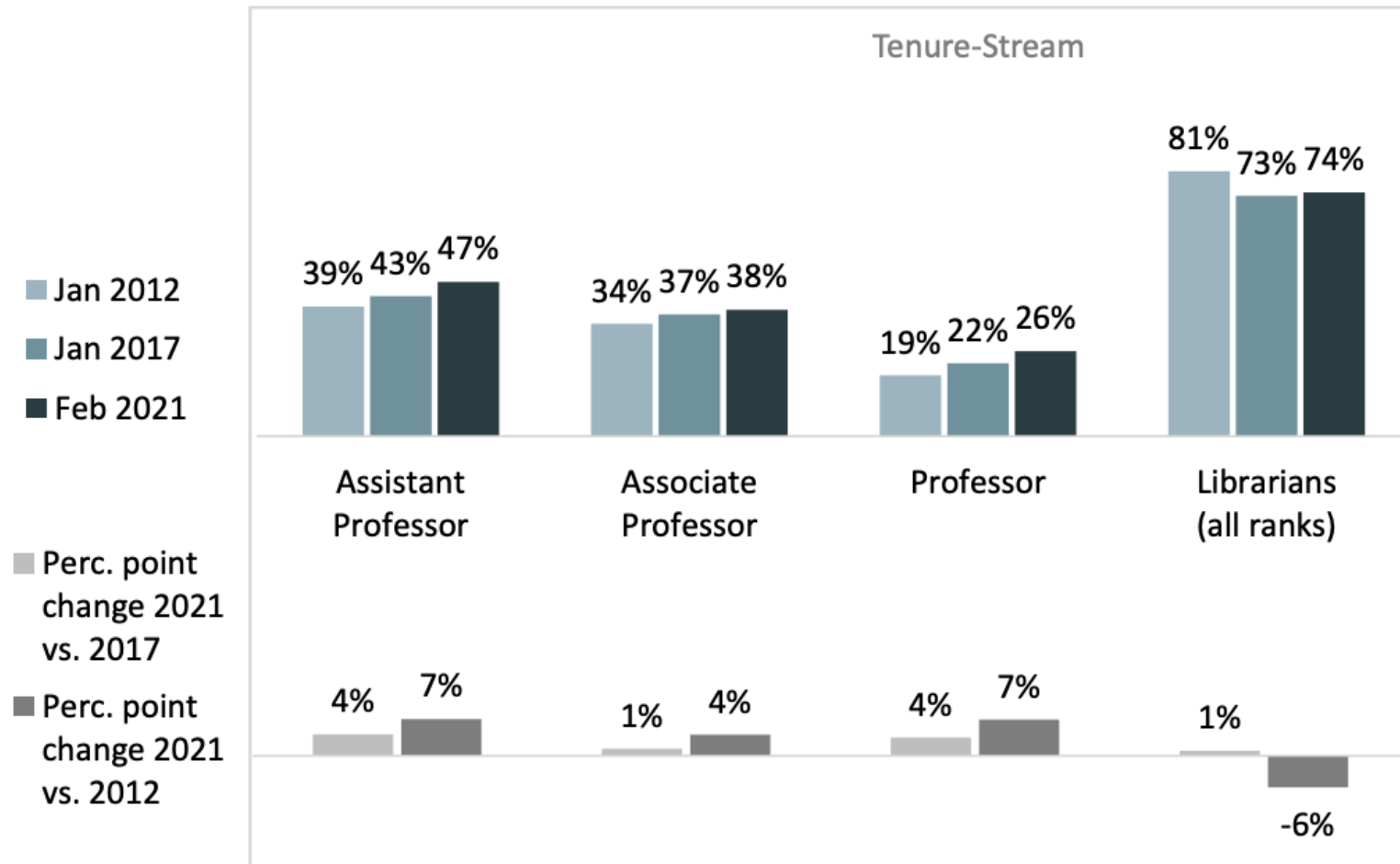
- **Research and other original scholarly activities and professional activities;**
- Teaching (e.g., undergraduate, graduate supervision, pedagogical or curricular innovations);
- Other contributions to the University and scholarly communities ('service').

# Representational Context

*We will deepen our commitment to excellence and diversity in faculty recruitment and career progression. To this end, McGill aims to increase the proportion of women at the rank of full professor to 25% in five years, and to increase the proportion of all tenured and tenure-track staff self-identifying as members of all other equity groups to 20%.*

- [McGill University's Strategic Academic Plan 2017-2022](#)

# Representational Context



Women in the Tenure Track at McGill: 2017-2021

From: [Biennial Report on Employment Equity 2021](#)

# Representational Context

Tenure Track Representation across ranks: January 2023 snapshot  
(without librarians)

Rank	Woman (#)	Women (%)	Racialized (#)	Racialized (%)	Total Cohort
Assistant	139	49.6%	98	35%	280
Associate	260	39.1%	105	15.8%	664
Full	206	27.1%	84	11.1%	759

# Criteria

Candidates for promotion to the rank of full professor must demonstrate:

- A record of excellence in research and/or other original scholarly activities, and professional activities, as evidenced by international recognition by peers;
- A record of high quality teaching; and
- A substantial record of other contributions to the University and scholarly communities.



# Criteria

Candidates for promotion to the rank of full librarian must demonstrate:

- A record of excellence in the performance of position responsibilities and
- Significant contributions in the other academic duties

Based on the staff members performance of academic duties as set by Section 1.2.2 of the [Employment of Librarian Staff, Regulations Relating to the.](#)

# Criteria

Demonstration of international recognition (examples – NOT exhaustive!):

- Publications in international journals relevant to field;
- Publication of manuscript with international press;
- Success in obtaining research grants;
- Awards and honors for research;
- International visiting scholar invitations;
- Editor or editorial board membership;
- Organizer of/invitations to international conferences, workshops, symposia, etc.;
- Involvement in professional organizations relevant to field (e.g., member of executive committee);
- Conference papers;
- H-index (where appropriate).

See [Guidelines for the Development of a Research Portfolio \(Appendix B\)](#)

# Due Diligence

- It is the responsibility of the candidate to prepare and pursue their case for promotion.
- It is the responsibility of Department Chairs/Directors and Deans to provide guidance on whether and when it is appropriate for promotion to be considered.
- Chairs, Directors and Deans should be proactive in encouraging people to go forward when the time is right.

# Promotion Dossier

The candidate will submit the promotion dossier, which includes:

- Cover letter
- Research portfolio
- Teaching portfolio
- Service portfolio outlining contributions to the University and scholarly communities
- *Curriculum vitae*, including list of publications; and
- Other materials the Candidate may wish to submit (e.g., selected publications)

# Promotion Dossier

In preparing their promotion dossiers, candidates are advised to consult the following :

- ***Guidelines for Developing Teaching, Research and Service Portfolios***, which are appendices to the [\*Employment of Tenure Track and Tenured Academic Staff, Regulations Relating to.\*](#)
- [\*Examples of the Range of Research Accomplishments, Recognition and Impacts Valued at McGill\*](#)

# Promotion Dossier

Items added by others:

- At least 4 external evaluators' reports (solicited by the Dean);
- Written recommendation of the Chair of the Departmental Promotion Committee; and
- Written recommendation of the Dean, or Chair of the Faculty Promotion Committee.

# External Evaluators

Candidate and Chair establish a list of 8 names of people who:

- Can provide an evaluation of the candidate's research and scholarship;
- Are of recognized standing and qualified to provide an evaluation (i.e., full professor or equivalent; need international representation); and
- Are not in a conflict of interest with candidate (e.g., personal relationships, recent colleagues or collaborators, etc.). **Note** McGill's [Regulation on COI](#).

The list is submitted to the Dean who solicits letters from those listed.

# Evaluation Process

Three levels of review:

1. Departmental Promotion Committee (membership determined by the Department);
2. Dean or Faculty Promotion Committee (membership is determined by the Faculty); and
3. Statutory Selection Committee (SSC) (advisory to the Principal), determined by McGill Statutes.

Joint appointments: DPC membership represents relevant departments, with Chair is determined by Department Chairs.



# Evaluation Process

The SSC is chaired by the Provost. Other members:

- Two members of the Board of Governors;
- One Vice-Principal;
- Department Chair and Faculty Dean;
- Two members selected by Senate;
- Such other members as the Principal may see fit (usually, the Department Chair);
- Committee Secretary (from Secretariat).

# Evaluation Process

- The **Departmental Promotion Committee (DPC)** meets to consider the dossier upon receiving it from the candidate.
- Where DPC's recommendation is positive, it submits a report to the Dean, with reasons. A copy is sent to the candidate.
- Where DPC declines to recommend promotion, the candidate shall be so advised, with reasons and in writing.
- The DPC has 3 months from receipt of the candidate's dossier to review the candidate's case for promotion and make a recommendation.

# Evaluation Process

- On receipt of the DPC's positive recommendation, **the Dean** may consult a **faculty promotion committee** to determine whether to recommend establishing a SSC.
- Where the Dean recommends establishing a SSC, the Dean makes a written recommendation to this effect to the Principal. The Dean's recommendation includes copies of the DPC (and, if applicable, the faculty committee's) report, with copies to the candidate and Secretary-General.
- Where the Dean declines to recommend promotion, the candidate shall be so advised, with reasons and in writing.
- The Dean has 3 months from receipt of the DPC's report to make a recommendation.

# Evaluation Process

- On receipt of the Dean's positive recommendation, **the SSC** is established.
- Within 15 days of receipt of the Dean's recommendation, the Secretary-General shall notify the Dean and the candidate in writing that a SSC will be established.
- The candidate then deposits with the Secretary-General:
  - the dossier, in electronic form;
  - any further written statement the candidate may wish to make in further support of the case for promotion.
- Within 30 days of receipt of the complete dossier, the Secretary General must convene the SSC.

# Evaluation Process

If the SSC recommendation is **positive**:

- The SSC gives the Dean/Chair permission to communicate the decision to the candidate (with official letter pending BoG approval to follow);
- SSC makes its recommendation to the Principal and the Board of Governors;
- Promotion takes effect from the first day of the month after Board approval.

If the recommendation is **negative**, the SSC shall provide written reasons and the candidate may resubmit at a later date.

# Academic Performance in the COVID-19 context

COVID-19 has affected members of the academic staff in different ways. Working with MAUT, McGill has developed measures that seek to ensure the equitable assessment of all academic staff recognizing the potential adverse effects of the pandemic on performance and productivity.

See: [Guidelines for Assessing COVID-19's Impact on the Assessment of Academic Performance](#):

*In all situations where their academic performance is assessed, academic staff shall be given a meaningful opportunity to explain how COVID-19 affected their work – whether in nature, scope, or pace. This opportunity to explain the pandemic's impact on work responsibilities shall take the following form of **a one-page submission** where academic staff may explain how COVID-19 exerted an impact on performance/productivity. Chairs and Directors (or Deans in the case of Faculties without Departments) will encourage academic staff members to avail themselves of this opportunity.*

# Academic Performance in the COVID-19 context

- One-page submission for:
  - Annual activity reports/merit exercise
  - Reappointment
  - Tenure
  - Promotion
- See:
  - [Guidelines for Assessing COVID-19's Impact on Assessment of Academic Performance \(2021\)](#)
  - [Report of the "Micro" Task Force to Address COVID-19's Impact on Assessments of Academic Performance \(2021\)](#)

# Responsibilities of the DPC and FPC

- Be guided by objectivity, equity, integrity, and impartiality
- Make recommendations based solely on the the performance of the candidate's academic duties as set out in the promotions dossier – no benchmarking
- Provide substantive reasons to support assessments
- Avoid COIs (e.g., collaborators, mentors)
- Respect procedures established by the Regulations, including deadlines



# Responsibilities of the DPC and FPC

- Establish effective process for meetings
- Clarity of responsibilities re report-writing including delegation of task
- Ensuring attendance at meeting(s)
- Ensuring clear correspondence via the Secretariat
- Preserving anonymity of external evaluations

# Equity in the Promotion Evaluation Process

- 1) Understand and reduce unconscious bias:
  - What is it?
  - How can it play out in the promotions assessment process?
  - How can it be reduced?
    - Taking one's time to read the dossier very carefully
    - Being mindful of one's bias and setting aside assumptions
    - Watching for potential bias in evaluation letters/assessments
    - Paying attention to potential unevenness in opportunities and resources (e.g., mentorship, space, support) and in loads (e.g., teaching and service responsibilities)

# Equity in the Promotion Evaluation Process

2) Assess all elements of the dossier equitably:

- The role and place of leaves and career decelerations
- What “counts” as valid research: see [https://www.mcgill.ca/secretariat/files/secretariat/examples\\_of\\_research\\_final.pdf](https://www.mcgill.ca/secretariat/files/secretariat/examples_of_research_final.pdf)
- Recognize and value ‘informal’ work and contributions, notably those who are members of underrepresented groups (e.g., BIPOC faculty, women faculty – notably in STEM fields)
- Read the dossier carefully: facts matter more than the capacity to self-sell
- Understanding bias that might affect all evaluations (external reviewers, student evaluations)

# 10-Year Rule

Tenured faculty at the rank of Associate Professor for 10+ years who believe that the DPC may not be the appropriate body to consider their promotion dossier may apply for direct consideration by the SSC.

DPC and Dean are asked to provide input.

Process:

- Candidate makes request to Principal and deposits dossier with a statement of reasons with the Secretariat
- Provost and candidate establish list of 8 externals with Provost soliciting the letters
- DPC is asked to provide a recommendation (it may decline to do so)
- Dean is asked to provide a recommendation
- SSC meets and makes a final decision as to recommendation to Board

# Some Tips for Candidates

- Seek out advice and consult with colleagues and your mentor(s). Rely on a network rather than just one opinion
- Ask a trusted colleague or two (but not anyone who'll serve on your committees) to review and provide feedback on your draft dossier.
- Keep your cv up-to-date and file all materials/documents that demonstrate your excellence as a teacher, researcher, and member of the McGill and wider academic communities.
- Put your best foot forward in your dossier – this is not the time to undersell yourself! Document and explain all you have done and accomplished, including the things that might not be formal and visible (e.g., time spent coaching/mentoring students/trainees, support to colleagues, your student accomplishments to which you have contributed, funding applications that you applied for but were not successful, impacts beyond the academy, e.g., in community sectors).
- Show don't tell – give examples and illustrations that make concrete for your reader how your work has had impact and influence
- Explain any extenuating circumstances and career interruptions/decelerations.